The Level of Organizational Culture Practice and its Impact on The Level of Change Management at Governmental Departments in Irbid Governorate: From Employees' Perspective

2013

مستوى ممارسة الثقافة التنظيمية وأثره على مستوى إدارة التغيير في الدوائر الحكومية في محافظة إربد من وجهة نظر العاملين فيها

إعداد:

رهام عبد العزيز ذيب عرّابي

قدمت هذه الرسالة إستكمالاً لمتطلبات الحصول على درجة الماجستير في الإدارة العامة في جامعة اليرموك ، إربد ، الأردن .

وافق عليها :

أ.د نعيم عقلة نصير .... رئيساً

أستاذ في الإدارة العامة ، جامعة اليرموك.

أ.د أحمد" محمد سعيد" الشياب .... عضواً

أستاذ في الإدارة العامة ، جامعة اليرموك.

د. عبد الفتاح عبدالرحمن كراسنة .... عضواً

أستاذ في إدارة الأعمال ، جامعة اليرموك.

تاريخ مناقشة الرسالة: 2013/5/7

الإهداء

إليكَ يا من أستمد منه قوتي وإعتزازي وحملي لإسمك مصدر فخري وإعتزازي .

"أبي الغالي"

إلى خيمة الحنان و غيمة المكان إلى فجر أشرقت له الشمس و الحياة إلى من قرَت بها عيني وأضاءت حياتي وبصالح دعائها أبصرتُ نجاحي .

"أمي الغالية"

إلى من شاركوني طعم الحياة فمعهم تحلو مرارة الأيام، أستضيء بآرائهم وأتشجع بأقوالهم فنعم الصاحب والرفيق .

"إخوتي الأعزاء"

إلى مشاعل العلم ومنارة الدرب .

"أساتذتي الأفاضل"

إلى رفيقات دربي ونبع الأمل المتجدد في حياتي .

"صديقاتي العزيزات"

إليكم جميعاً أهدي ثمرة جهدي المتواضع

الباحثة

[illegible]

[illegible] .(19: [illegible])

[illegible]

[illegible] ﴿ مَن صَنَعَ إليكم مَعرُوفًا فكَافِئُوه ، فإن لم تَجِدُوا مَا تُكَافِئُوا بهِ فادعُوا لهُ حَتَّى تَرَوا أنَّكُم قد كَافأتُمُوهُ ﴾ ([illegible] 1995: 68)

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]	[illegible]	[illegible]
7	[illegible]	1
7	[illegible]	2
10	[illegible]	3
11	[illegible]	4
72	[illegible]	5
75	[illegible]	6
76	[illegible]	7
77	[illegible]	8
79	[illegible]	9
80	[illegible]	10
82	[illegible]	11
83	[illegible]	12
84	[illegible]	13
86	[illegible]	14
87	[illegible]	15
89	[illegible]	16
90	[illegible]	17
90	[illegible]	18
91	[illegible]	19
92	[illegible]	20
92	[illegible]	21
93	[illegible]	22

[illegible]	[illegible]	[illegible]
94	[illegible]	23
95	[illegible]	24
96	[illegible]	25
96	[illegible]	26
97	[illegible]	27
98	[illegible]	28
99	[illegible] "[illegible]" [illegible]	29
100	[illegible]	30
101	[illegible]	31
102	[illegible]	32
103	[illegible]	33
104	[illegible]	34

5ϴǘDžǁƐ ƕDžƏƑ5

ƕϴƻTǁƐ	5ϴŦDžǁƐ DžƐNjdžY	!5ƥǁƐ
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[illegible]

[illegible]	[illegible]	[illegible]
13	[illegible]	1
24	(2009[illegible]) [illegible]	2

[illegible]

[illegible]

[illegible]

[illegible] **(2013** [illegible]

[illegible]

[illegible] (534) [illegible] %56.5 [illegible] (1100) [illegible] (486) [illegible]

1. [illegible]
2. [illegible]
3. [illegible] **(0.05 ≥ α)** [illegible]

Ŏ5 ŧǁǽdžƙdž!ƒ ŧŏsŏƱĂ!ƒĂ ŧŏƮƤƬ!ƒ ƘƒƧŏƺƙdžǁ! ăƨƶƙ ŧŏƑƮơƼ ŧ!Ǖþ ƘƒŖ ƫĂƧ5 þĂηĂ

.(ŧdžþƤ!ƒ ƘƒĂǇƪ ÜŎdžǁƶ!ƒ ýǋƋdž!ƒ)

.4 ǀƧƒþƼ ăĂƙƪdž! (0.05 ≥ α) ŧ!Ǖþ!ƒ ăĂƙƪdž þǇƵ ŧŏƑƮơƼ ŧ!Ǖþ ƘƒŖ ƫĂƧ5 þĂηĂ ŧŏƮƤƬ!ƒ ƘƒƧŏƺƙdžǁ! ăƨƶƙ þƕƧƼ ŧƱ5ơdž! ŧŏdžĂǂơ!ƒ ƧƒƒĂþ!ƒ Ŏ5 ǇŏǁdžƓƶ!ƒ ăþ! Ƨŏŏƺƙ!ƒ þĂηĂ ǅþƵĂ Ü(ŎsŏƱĂ!ƒ Ĭdžƪdž!ƒ ÜŧdžþƤ!ƒ ƘƒĂǇƪ ÜƧdžƶ!ƒ) ǇdžýǂŎ5 ŧǁǽdžƙdž!ƒ ŧŏsŏƱĂ!ƒĂ ÜΣǇη!ƒ) Ŏ5 ŧǁǽdžƙdž!ƒ ŧŏsŏƱĂ!ƒĂ ŧŏƮƤƬ!ƒ ƘƒƧŏƺƙdžǁ! ăƨƶƙ ŧŏƑƮơƼ ŧ!Ǖþ ƘƒŖ ƫĂƧ5

.(Ŏdžǁƶ!ƒ ýǋƋdž!ƒ

.5 ŧƪƧƓdždž ăĂƙƪdž! (0.05 ≥ α) ŧ!Ǖþ!ƒ ăĂƙƪdž þǇƵ ŧŏƑƮơƼ ŧ!Ǖþ ĂŖ DžƓǋ Ƨǽ þĂηĂ Ŏ5 ǇŏǁdžƓƶ!ƒ ăþ! ƓǋþƓƶ ăĂƙƪdž Ĭǁƶ Ă ýǂǂ Ƨŏŏƺƙ!ƒ ǀƧƒþƼ ăĂƙƪdž Ĭǁƶ ŧŏdžŏƱǇƙ!ƒ ŧ5Ɠǀǽ!ƒ .þƕƧƼ ŧƱ5ơdž! ŧŏdžĂǂơ!ƒ ƧƒƒĂþ!ƒ

:ƓǋdžǋƊ ǇdžƘƓŏƮĂƙ!ƒ Ǉdž þþƵ ϴƒƧƙƿƼ DžƙƝƑƙǇ Ǉdž ŧƪƒƧþ!ƒ ǋŏ!Ƽ Ƙǁ̍ƮĂƙ Ɠdž ýǘƤ ǇdžĂ

.1 ǀƧĂƧư ǉƓdžƙǋǗƒ ƳĂưĂdžƕ ŧ5Ɠǀǽ!ƒ ŧŏdžŏƱǇƙ!ƒ (ǅŏǀ!ƒ ŧŏdžŏƱǇƙ!ƒ Ü ƘƒþǀƙƶdžƒƒÜ ŧŏdžŏƱǇƙ!ƒ Ü ŧƕƪǇ!Ɠƕ ƧdžǗƒ ǁ!Ŗǂ Ă (ŧŏdžŏƱǇƙ!ƒ ƘƓƶpĂƙ!ƒ Ü "Σŏŏƒǀdž!ƒ Ă Ƨŏŏƶdž!ƒ" ŧŏdžŏƱǇƙ!ƒ ƨƒƧƵǗƒ Ŏ5 Ƨŏŏƺƙ!ƒ Ü ƓŏηĂ!ĂǇǂƙ!ƒ Ŏ5 Ƨŏŏƺƙ!ƒ Ü ŎdžŏƱǇƙ!ƒ ýǂŏǋ!ƒ Ŏ5 Ƨŏŏƺƙ!ƒ) Ƨŏŏƺƙ!ƒ ǀƧƒþƼ ƳĂưĂdž! .þƕƧƼ ŧƱ5ơdž Ŏ5 ŧŏdžĂǂơ!ƒ ƧƒƒĂþ!ƒ ýƕp Ǉdž (þƒƧ5Ǖƒ

.2 ǀþƓŏƨ! ǇŏǁdžƓƶǁ! ýdžƶ!ƒ ţƧĂ ƨŏǽǂƙĂ ÜŧƮƮƤƙdž ŧŏǁŏǋƊƙĂ ŧŏƕŏƧþƙ ƘƒƧĂþ þǀƵ Ĭǁƶ ýdžƶ!ƒ ŧŏdžĂǂơ!ƒ ƧƒƒĂþ!ƒ ăĂƙƪdžƕ ƯĂǋǇ!ƒ Ă Ƨŏŏƺƙ!ƒ ǀƧƒþƼĂ ŧŏdžŏƱǇƙ!ƒ ŧ5Ɠǀǽ!ƒ ŧƪƧƓdždž ǅƵþ .ýư5ǖ!

.3 ǂƙ5 ƘƒĂǇƮ ýƑƮƙǗƒ ýdž ýƑƮƙǗƒ ǀƧƮƓƕ ǀƧĂƮƕ ǀƧƒþǗƒ Ǉdž ýǘƤ ƇƓƱƵƼ ƇƑǁdžƓƶ!ƒ ŧŏƧơ!ƒ Ŏ5 .ŧŏsŏƱĂ!ƒ ƊǋǁǂƓƮdžĂ ƊǋdžĂdžǋ ǇƵ Ƨŏƕƺƙ!ƒ

.þƕƧƼ ŧƱ5ơdž Ŏ5 ŧŏdžĂǂơ!ƒ ƧƒƒĂþ!ƒ ÜƧŏŏƺƙ!ƒ ǀƧƒþƼ Ü ŧŏdžŏƱǇƙ!ƒ ŧ5Ɠǀǽ!ƒ :ƕŏϴƒŧƨƊǁǁƐ ǀ ƑƊǂǁǁƐ

[illegible]

[illegible]

[illegible]

1. [illegible]

[illegible]

2. [illegible]

[illegible]

:ƚƨƐƥƣǁƐ ǀƑĭƮƥƺ :ƑĭǆƑƙ

ƗùǉöƵ ƥƒƧ5ƊƧƱǉ ƘǴǌƞǍ Ŏ5 (0.05 ≥ α) Ɨ!ŰƥƒăǍƙƪǆ ƥǉƵ ƗǒƑǴƮơƍ Ɨ!Űƥ ƘƒƦ ƾǍƧ5 ƥƞǍƙ .1

ƗùǒƏƒƧƺǆǒƥ!ƒ ƘƒƧǒƺƙǆ! ăƨƶƙ ƗǒǆǍƗơ!ƒ ƧƑƒǍƥ!ƒ Ŏ5 ƗǒǆǒƱǉƙ!ƒ Ɨ5ǴǀƛƒƗƪƧǴǆǆ ăǍƙƪǆ ǍơǉƗƪƒƧƥ!ƒ

.(ŎƏǒƱǍ!ƒ Ĭǆƪǆ!ƒ ÜƗǆƥƤ!ƒ ƘƒǍǉƪ ÜŎǆǆƶ!ƒ ýǊǆǆ!ƒ ÜƧǆƶ!ƒ ÜΣǉƞ!ƒ) ƗǒƏǒƱǍ!ƒǍ

ƗùǉöƵ ƥƒƧ5ƊƧƱǉ ƘǴǌƞǍ Ŏ5 (0.05 ≥ α) Ɨ!Űƥ!ƒ ăǍƙƪǆ ƥǉƵ ƗǒƑǴƮơƍ Ɨ!Űƥ ƘƒƦ ƾǍƧ5 ƥƞǍƙ.2

ƗùǒƏǒƱǍ!ƒǍ ƗùǒƏƒƧƺǆǒƥ!ƒ ƘƒƧǒƺƙǆ! ăƨƶƙ ƗǒǆǍƗơ!ƒ ƧƑƒǍƥ!ƒ Ŏ5 ƧǒǒƺƙǀƧƒƥƍ ăǍƙƪǆ ǍơǉƗƪƒƧƥ!ƒ

.(ŎƏǒƱǍ!ƒ Ĭǆƪǆ!ƒ ÜƗǆƥƤ!ƒ ƘƒǍǉƪ ÜŎǆǆƶ!ƒ ýǊǆǆ!ƒ ÜƧǆƶ!ƒ ÜΣǉƞ!ƒ)

Ɨù5ǴǀƛƒƗùƪƧǴǆǆ ăǍƙƪǆ! (0.05 ≥ α) ăǍƙƪǆ ƥǉƵ ƗǒƑǴƮơƍ Ɨ!Űƥ ǍƦ ǆǴǊ Ǎ ŎƚǴƞǒƍ ƧƛƊ ƥƞǍǒ.3

.ƥƚƧƍ ƗƱ5ǴơǆŎ5 ƗǒǆǍƗơ!ƒ ƧƑƒǍƥ!ƒ Ŏ5 ǈǒǆǆǴƶ!ƒ ăƥ! ƧǒǒƺƙǀƧƒƥƍ ƾǒƚƷƙ ăǍƙƪǆ Ĭǆƶ ƗǒǆǒƱǉƙ!ƒ

: ƚƨƐƥƣǁƐ ƚĭƜǊǆǅ

ƧǒǍùƷƙ ƗùǒƏǒƗǍ ǴǊƥǴǆƙƵƍ ǆƙ Ŏƙ!ƒ ƗƪƒƧƥ!ƒ ƗǒƞǌǉǆơǒưǍƙǍ ƯƧƵ Ĭ!ƍ Ǵƨƞ!ƒ ƒƦǊ ƺƥǌǒ

Ǎ Ü ƗùƪƒƧƥ!ƒ ǀƥƊ ǆǒǆùƮƙ Ĭ!ƍ ƾƧƷƙ!ƒ ǆƙǒƪ ƯƧƺ!ƒ ƒƦǊ ƾǒǀơƙ!Ǎ ÜƗǆƥƤƙƪǆ!ƒ ΣǴǒǀ!ƒ ǀƥƊ ƾǒƚƷƙǍ

Ŏƙ!ƒ ƘƒǴƒƧƞű! ƺƮǍǍ ÜƗƪƒƧƥ!ƒ ǀƥƊ ǴǉǉƚƘƒǍƷƤǍ ÜƗƪƒƧƥ!ƒ ƗǉöƵǍ ƴǆƙƞǆǍ ÜƘǴǉǴƚ!ƒ ƴǆƞ ƾƧƷ

Ŏù5 ƘǆƥƤƙùƪ!ƒ Ŏƙ!ƒ ƗǒƑǴƮơŰƒ ƔǒǴƪŰƒǍ ÜƗƪƒƧƥ!ƒ ǀƥŰ ƘǴƛ!ƒǍ ƾƥƮ!ƒ ƘŰŰƥ ǈǆǒ ƥƗǆƙǆ! ƘƶƥƘƒ

ǉƦǊ ƨǴƞǉƍ ýơƒƧǆ ýűƤ ƗƛơǴƚ!ƒ ƘǌƞƒǍ Ŏƙ!ƒ ƥǍǀ!ƒǍ ƘƒƥƥơǆƗƒ ǆǊŰ ǴƯƧƵ ǄƧǒƤƊǍ .ƘǴǉǴƚ!ƒ ýǒǀơƙ

.ƗƪƒƧƥ!ƒ

:ƚƨƐƥƣǁƐ ƒǊƗƨƈ

ƴǆ ƔƪǴǉƙǒ ĭƦ!ƒ ŎǆǆǀơƙƒŎƏƮǍ!ƒ ŎƑǴƮơŰƒ ǈǉǉǆ!ƒ Ĭǆƶ ƗƪƒƧƥ!ƒ ǉƦǊ Ŏ5 ƗƛơǴƚ!ƒ ƘƥǆƙƵƒ

ǀƒƥƗ ƗǉǴƚƙƪƍ ƧǒǍƷƙǍ ƥƒƥƵƍ ýűƤ ǈǆǆ ÜƗǒǉƒƥǆǆ!ƒ ƗƪƒƧƥ!ƒ ƔǍǆƪƗ ǆǊƥƙƪƍ ǆƙ ƥƞǍ .ƗƪƒƧƥ!ƒ ǉƦǊ ƗƶǒƚƷ

(1) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]
182	[illegible]	1
150	[illegible]	2
90	[illegible]	3
150	[illegible]	4
404	[illegible]	5
60	[illegible]	6
60	[illegible]	7
14	[illegible]	8
1100	[illegible]	

[illegible]

(2) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
%87.7	79	90	91	%50	182	[illegible]	1
%72.8	51	70	75	%50	150	[illegible]	2
%87.5	35	40	45	%50	90	[illegible]	3
%89.3	67	75	75	%50	150	[illegible]	4
%94.1	161	170	202	%50	404	[illegible]	5
%72.7	40	55	60	%100	60	[illegible]	6
%80	40	50	60	%100	60	[illegible]	7
%92.8	13	14	14	%100	14	[illegible]	8
%91.1	486	534	622	%56.5	1100	[illegible]	

[illegible]

❖ ƘƒƥǀƨǆǇ!ƒ ƘƒƧǀǄ!Ǭǁ ýƛǆǇƙ Ă ŁǒǆǇǒƱǇƙ!ƒ ǅǈƥƧǅ (13-9).

❖ ƷƒƧƵǕƒ ƘƒƧǀǄ!Ǭǁ ýƛǆǇƙ Ă ŁǒǆǇǒƱǇƙ!ƒ ǅǈƥƧǅ (19-14).

❖ ƘǈƶƥĂƙ!ƒ ƘƒƧǀǄ!Ǭǁ ýƛǆǇƙ Ă ŁǒǆǇǒƱǇƙ!ƒ ǅǈƥƧǅ (23-20).

:ǄƕƙǁƐ ! ƨƼǁƐ

ƧƑĂƥù!ƒ Ǒù5 Ƨùǒǒʒƙ!ƒ ǀƧƒƥǫ ăĂƙùƪǆ ΣǈǑƥ Ǐ!ǫ Ƙ5ƥǋ ǀƧǀ5 (24)ǏǁƵ Ł!ǈƛ!ƒ ǅƪǀ!ƒ ýǆǇƙTƒ

Łùƛűƛ Ǐùǁ Ƶ ƘƒƧǀǄ!ƒ ỹǒƨĂƙ ǅƙ Łǒơ ǕǈǌǑ5 ǇǑǁǆǇǈƶ!ƒ ƧƱǇ ŁǌƞĂ ǇǆǇ ƥǁƧǫ ŁƱ5ǈơǆǇ Ǒ5 ŁǒǆǇĂǂơ!ƒ

:Ǒǁǒ ǈǆǇǂ ǁ!ƦĂ ǕŁǒƪǈƪǅ ǅƒƨƞǅ

❖ Ƨǒǒʒƙ!ƒ Ǒ5 ýǂǒǌ!ƒ ǑǆǇǒƱǇƙ!ƒ Ă ýƛǆǇƙ ƘƒƧǀǄ!Ǭǁ ǅǈƥƧǅ (34-24).

❖ Ƨǒǒʒƙ!ƒ Ǒ5 ǈǒƞĂ!ĂǇǂƙ!ƒ Ă ýƛǆǇƙ ƘƒƧǀǄ!Ǭǁ ǅǈƥƧǅ (40-35).

❖ Ƨǒǒʒƙ!ƒ Ǒ5 ƥƒƧ5Ǖƒ Ă ýƛǆǇƙ ƘƒƧǀǄ!Ǭǁ ǅǈƥƧǅ (47-41).

:ƱǈƐƥǁƐ ! ƨƼǁƐ

ýƒƑƥƘĂ Ǐǁ Ƶ ǅƪǀ ýƒƉ ΘĂƙƨǆǇ ƙǅ Ăư ƵǁƝ ǅǈǌǫ Ƶ ǫƵƱǈǈ ƧƨǞ!ƒ ƪŁ !ǆǇǒơĂǑǆǇ !ǁƙƵǒƧ Ƶù ǇǈǅƒƧƧƒǆǅ

ĂƙƪƒƧǆǅǌǆǅ ǈǆǇǒǈ Ƽǁƙƶ " ǀƙƥǒǇǅ ƘƒǀƥƧơǈƘ Ǒƙ!ƒ ƧĂǇǈǈ ǇǆǇǈƪǂ! ùƥƵǅ ƪǆǇĂƙùă ƙƱǒǂǈùƼ

."ǈǌǒ5 Ƨǒǒʒƙ!ƒ ǀƧƒƥǅ ƼǒǂƱƙ ăĂƙƪǆ ǏǁƵ ǈǈǈǌǒǫ Σ ǂƶǇǒ ǈǆǇǈ ǅǋƧƑĂƥ Ǒ5 ŁǒǆǇǒƱǇƙ!ƒ Ł5ǈǀƛ!ƒ ƧƮǈǇƵ

:ǈǈƑƜǕƐ ǀƑǏǋŁƨǅ ǫǏǫΘŁ

ƥƒƧ5ǅ ǅƒƧƈ ΣǈǑƥ Ƶ ƥǌǈ (Likert/ Five Point Scale) ǑƪǈǆǇƤ!ƒ ƘƧǂǒ! ΣǈǒǀǆǇ ŁƛơǈǄ!ƒ ƘǆǇƥƤƙƪƒ

ŁƞƧƥǈ Ƽ5ƒĂǆǇ Ǖ ǅǌǆǅǀ5ƒĂǆǇ ŁƞƧƥ ΣǂƶƙǑƙ!ƒ ŁǈǈƞǕƒ ǅǈǆǇǅ (X) ǀƧǈTǫ ƴưĂǈ ǁ!ƦĂ ǕŁƪƒƧƥ!ƒ ŁǇǒƵ

Ǖ(2) ŁǒǇƥƙǆǇ ŁƞƧƥǈ Ƽ5ƒĂǆǇ Ǖ(3) ŁƱƪĂƙǆǇ ŁƞƧƥǈ Ƽ5ƒĂǆǇ Ǖ(4) ǀƧǒǈǂ ŁƞƧƥǈ Ƽ5ƒĂǆǇ Ǖ(5) ǯƥƞ ǀƧǒǈǂ

. (1) ǯƥƞ ŁǒǇƥƙǆǇ ŁƞƧƥǈ Ƽ5ƒĂǆǇ

[illegible] (3) [illegible]

.[illegible]

:[illegible]

[illegible] = ([illegible] - [illegible] / [illegible]) = (3/1-5) = (3/4) = **1.33**.

(3) [illegible]

[illegible]

[illegible]	[illegible]
2.333 [illegible] - 1 [illegible]	2.333 = 1.333 + 1 = [illegible]
3.666 [illegible] - 2.333	3.666 = 1.333 +2.333 = [illegible]
5 [illegible] 3.666	5 = 1.333 + 3.666 = [illegible]

:[illegible]

[illegible] (Face Validity) [illegible]

[illegible]

[illegible]

[illegible]

.[illegible]

: [illegible]

[illegible]

[illegible] (Cronbach Alpha) [illegible] - (40) [illegible]

- 0.72) [illegible]

[illegible] (0.70) [illegible] (0.94

(Sekaran,2003) [illegible]...

[illegible] **(4)**

[illegible]

[illegible]	
0.87	القيم التنظيمية
0.72	المعتقدات التنظيمية
0.85	الاعراف التنظيمية المعايير والمقاييس
0.77	التوقعات التنظيمية
0.92	الثقافة التنظيمية ككل
0.94	التغيير في الهيكل التنظيمي
0.92	التغيير في التكنولوجيا
0.90	التغيير في الأفراد
0.96	ممارسة إدارة التغيير ككل

[illegible]:

[illegible]

[illegible] (SPSS [illegible]:

1. [illegible] :(Descriptive Statistic Measures) [illegible]

[illegible].

2. [illegible] (Cronbach's Coefficient Alpha) [illegible]

[illegible].

3. [illegible] (T-Test) [illegible].

4. [illegible] (ANOVA) [illegible]

[illegible].

5. [illegible] (Scheffe) [illegible]

[illegible]

[illegible].

6. [illegible] (Multiple Regression) [illegible]

[illegible]

[illegible].

(1) ĎţpƧ ý‡T

ƕƨ ƐþƣǁƐ ŀƤNjĎǆ

ǁǴùǈNj ǇǴù‡ ƒƦ ǴǆŏƼ ƧǴƕƘƥ ĎǨŏƖ ŀŏơ Ü‡ƖƒƧþ!ƒ ƘƒƧŏƷǩǆ ǇŏƕƘǴpǗż!ƒ (1) ĎţpƧ ý‡T!ƒ ƧnjƱŏ

Ü ǇŏǁǆǴùż!ƒ ƧùƱǈ ŀùnjƞĂ ǇǆƧŏŏƷ!ƒ ǈƧƒþƣ ƴƕǴ!ƒ ƧŏƷǩǆ!ƒ ǏǁƵ ŀŏǆŏƱǈ!ƒ ŀƼǴƖ!ƒ ýǀƖƖǆ!ƒ ƧŏƷǩǆǁ! Ƨƛ

ǇŏùƕŀùpǗż!ƒ ǁùǁ ǏǁƵ ŀƱŏƖĂ ƘƒƧŏƷǩǆ‡ ŀŏƽŏƱĂ!ƒ Ă ŀŏƼƒƧƷǆŏþ!ƒ ƘƒƧŏƷǩǆ!ƒ ƧŏƛǨ Ǐ!ƒ ŀƼǴƯǗƕ

. ǁ!Ʀ ƠƯĂŏ Ŏ!Ǵ!ƒ ý‡T!ƒĂ ǇŏǁǆǴż!ƒ ƧƱǈ ŀnjƞĂ ǇǆƴƕǴ!ƒ ƧŏƷǩǆ!ƒĂ ýǀƖƖǆ!ƒ ƧŏƷǩǆ!ƒ

ƴƕǴ!ƒ ƧŏƷǩǆ!ƒ	ýǀƖƖǆ!ƒ ƧŏƷǩǆ!ƒ
:ƑǉƣƑƴǴƐNj þĭĭƩ‡ǁƐ ƔþƐƣƐ	:ƑǉƣƑƴǴƐNj ƕĭĎǏĭƯǆ‡ǁƐ ƕƷƑʂǁƐ
- üǀĭǇǁƐ Ǐƺ þĭĭƩ‡ǁƐ ǏĎǏĭƯǆ‡ǁƐ	- ƕĭĎǏĭƯǆ‡ǁƐ !ĭʂǁƐ
- ƑĭƜNjǁNjǆǀ‡ǁƐ Ǐƺ þĭĭƩ‡ǁƐ	- ƕĭĎǏĭƯǆ‡ǁƐ ǀƐƣʂ‡ƴĎǁƐ
- ƣƐþƷŬƐ Ǐƺ þĭĭƩ‡ǁƐ	- ƕĭĎǏĭƯǆ‡ǁƐ ƺƐþƳŬƐ (Ƨ ĭĭƑʂĎǁƐ þĭĭƑƴĎǁƐ)
	- ƕĭĎǏĭƯǆ‡ǁƐ ǀƑƴƽNj‡ǁƐ

ŀƱŏƖĂ!ƒ ƘƒƧŏƷǩǆ!ƒ

ŀŏƽŏƱĂ!ƒ Ă ŀŏƼƒƧƷǆŏþ!ƒ ýǆƒĂż!ƒ

ƘƒĂǈƖ - Ŏǆǁż!ƒ ýNjƋǆ!ƒ - Ƨǆż!ƒ - ƩǈƞǗ!ƒ -
ŎƽŏƱĂ!ƒ ǏǆƖǆ!ƒ - ŀǆþƤ!ƒ

.ŀƛơǴ!ƒ þƒþƵƣ Ǉǆ :ƧþƬǆ!ƒ*

2/ 24-17

2013/

(SPSS)

(2009

.(2011)

.(23-1)

.(2010)

.(47-24)

.2013

محتويات الدراسة:

الفصل الأول: [illegible]

[illegible]

الفصل الثـاني: [illegible]

[illegible]

الفصل الثالث: [illegible]

[illegible]

الفصل الرابع: [illegible]

[illegible]

(Organizational Culture)

Change

(Management

1 - 1

• ǅǎƤǩǫ ǈǆǅ ýĂǅ (2007 ĭƧǫĂþ!ƒ) Ŏ5 þƧĂ Ǵǆǂ (Taylor)ƧĂǅǒǴǩ Ŏǂǒ ƧǆǕƒ ǅ!Ǵʑ!ƒ Ƨǘǩʑǒ

ƒ ǉǒ ĭȐ!ƒĂ Ǖ"ǂǒƒƒþǘ!ƒ ǂ5ǴǀǕ!ƒ" ǋǘǴǩǂ Ŏ5 Ŏǂǒǫǚǂ!ƒ ƻǒƧʑǩ!ƒ Ǵǌ! ƴưĂĂ Ǖǂ5ǴǀǕ!ƒ ƠǅƱƬǆ

Ǖʂǚ ƤǕƒĂ ǕǇĂǉ5!ƒĂ Ǖǂ5Ƨʑǆ!ƒ Ĭǅʑ ĭĂǩơǒ ĭȐ!ƒ Ɣǂ Ƨǆ!ƒ ýǂ!ƒ ǁ!Ȑ ":Ŏǌ ǂ5ǴǀǕ!ƒ ǇǅĬǅʑ

"ƴùǅǩŋǆ!ƒ Ŏù5 ƪĂưƵ ǉƧǴǘǩƵǅǘ ǕǇǴǫǉǗƒ Ǵǌǘǫǩǂǫ Ŏǩ!ƒ ƘƒþǴʑ!ƒĂ ƘƒƧþǀ!ƒ ýǂĂ Ǖþǒ!Ǵǀǩ!ƒĂ

ǉȐǌ ăĂơ5Ă ǂǒǆǒƱǉǩ!ƒ ǂ5ǴǀǕ!ƒ ǂǒƧƱǉǘ Ĭǆǫǒ Ǵǆ ǂǒþǚǒǆ!ƒ ƘǴǒǉǒǉǴǆǕ!ƒ ǂǒƒþǘ Ŏ5 ƧǌƱ ǂǒơ

ǂùǫĂǆǅǆ!ƒ Ɣùǉ ƒĂŋ!ƒ ǈǆ ǈĂǂǩǩ ǂ5ǴǀǕ!ƒ ǉȐǌĂ Ǵǌǘ ǂƬǴƤ!ƒ Ǵǌǩ5ǴǀǕ ǂǆƱǉǆ ýǂ! ǇǅǂǒƧƱǉ!ƒ

Ǵùǌǩƒǒǘ Ă ǅǌǩǴùǆƱǉǆ ýĂùơ þƒƧ5Ǖƒ ǴǌǉĂǂǒ Ŏǩ!ƒ ǂǒǫǴǫǗƒ ƘǴưƒƧǩ5Ǘƒ ǅǕ ǅǒǀ!ƒĂ ǂǆƱǉǆǅ!

.ǂǒŋƧǴƤ!ƒ

• ǇùǆƜȐĂùǆǉ!ƒ ǁù!Ȑ Ǵùǌǉǆǘ ǂùǆƱǉǆ!ƒ ǂ5ǴǀǕ (2009Ǖ ŎŋǴ5Ƥ!ƒ) þƧĂ Ǵǆǂ Schein ƻƬĂ

ǇùǆƧĂƱǩ!ƒ Ăǅ ƻǴƬǩǂǗƒĂ ǕƧǴǂǩǘǗƒ Ĭǅʑ ǀƧþ!ƒ ǂƵǴǆŋ!ƒ ŎƱʑǩ Ŏǩ!ƒ ǂǒǫǴǫǕƒ ƘǴưƒƧǩ5Ǖƒ

.ŎǅƤƒþ!ƒ ýǆǴǂǩ!ƒĂ ŎŋƧǴƤ!ƒ ƻǒǂǩ!ƒ Ƙǚǂƫǆ ƴǆ ýǆǴʑǩ!ƒ ǂǒ5ǒǂ ǅǅʑǩ ýǚƤ

• ƘǴǒŋĂ!ĂǒþùǒǕƒĂ ƘǴ5ǫǅ5!ƒ Ǵǌǉǅǘ (French,Bell,and Zawaki,2005) ǈǆ ýǂ Ǵǌ5Ƨʑǒ Ă

Ŏǩ!ƒ ƧǒǒǴʑǆ!ƒĂ ƘǴǌǴŋǩǕƒĂ ýǴǆǕƒĂ ƘǴơĂǆƱ!ƒ ǁ!Ȑǂ Ă ǂǂƧǩƬǆ!ƒ ƘƒþǀʑǆĂ ǅǒǌǴ5ǆ!ƒĂ ǅǒǀ!ƒĂ

ʂǴù5ǩǕƒĂ ʂù5ƒĂǩ!ƒ ăþùǆ ƠưĂǩ ǂǂǘǴƬǩǆ!ƒ ǂǒǫ5ǉ!ƒ ƒ ƒǴƬƤ!ƒ ǉȐǌ ýǂĂ Ǖ ǂƵǴǆŋ!ƒ ƱǘƧǩ

ǂùǒ5ǒǂ ǁùưǒǅ ǇǆùưǩǩĂ ǕƪƧǌǴƱĂ ǁơưƒĂ ǇǴǂ Ăǅ ǴǅǉǆǅƗ ǇǴǂ ƇƒĂǫ ŎƵǴǆǩŋǕƒ ʂǴǫǩǕƒĂ

ǂǒƧùƬǘ!ƒ ǂùʑǒǘƱ!ƒ ǁ!Ȑùǂ ýǆùƬǩĂ Ǖ Ƙǚǂƫǆ!ƒ ƴǆ ýǆǴʑǩ!ƒ ǂǒ5ǒǂĂ ƘƒƧƒǀ!ƒ ƴǆ ýǆǴʑǩ!ƒ

Ŏùǩ!ƒ ƘǴùǌǴŋǩǕƒĂ ƘǴǒǂĂǅùǫ!ƒ ƻƬǩ ǂǘĂǩǂǆ Ƨǒƺ þƵƒĂp Ǵǌǉǅ ǂǒơ ǂǒǂĂǅǫ!ƒ ƧǒǒǴʑǆ!ƒĂ

ŎǌĂ ƧǒǒǴʑǆ!ƒ ǉȐǌ ƒĂʑǘǩǒ Ĭǩơ ăƧƤǅ ƘǴƵǴǆŋĂ þƒƧ5ǅ Ĭǅʑ ƘǴƵǴǆŋ!ƒ Ăǅ þƒƧ5Ǖƒ Ǵǌǘ Ʊƺưǒ

Ǵùǌʑǘǩǩ Ŏùǩ!ƒ ƩĂùǀƱ!ƒĂ ǀƧǘƤ!ƒĂ ƘǴǒǴǂơ!ƒĂ ƒ Ƭǀ!ƒ ýǚƤ ǈǆ ýǴǒŋǕƒ ǴǌǉƧĂǩǒ þƵƒĂp

.ƘǴǫǫǆǆ!ƒĂ ƘǴǂƧƬ!ƒ

:ŀuDžưǘDŽǁǀ ŀuƺƑƽǨ ŀuĭDŽǉǵ :2 - 1

ǵùǆǂ ǨǵùǆǕǈǆ!ƒĂ ƥƒƧù5Ǖƒ Ĭù!Ƶ ǵùNjƧƛDĂ ǂùǒǆǒǕǈǨ!ƒ ǂù5ǵIƛ!ƒ ǂùǒǆNjD ƨǵùƞǒǫ LJùǂǆǒ

:(2009ǗŎƞǵ5Ƥ!ƒ)Ŏǒ

1: ǨǒǀƠǨ ƽǒǈǨ!ƒ ǂǒǆǒǕǈǨ!ƒ.

2: ǨǒǆǈǨ ǂǒĂ!ƒ ǠǗĂ!ƒ ǠǵǆǨǈǗƒĂ !ǵǆ!ǗǖĂ ǂƪƪ.

3: ǨǒǀƠǨ ƽǒǈǨ!ƒ ƪƒƧǀǨƪǗƒ ǕǈǨ!ƒ Ŏǆǒ.

4: ǨǒǆǈǨ ƧĂƶƬ!ƒ ǵƱǵƥǓǗƒ ǂ ƒƥƠǗ!ƒĂ ǵǒǵư I!ƒ ǂƱǒƠǆ!ƒ.

5: ǨƥǒƥƠǨ ǆƞǵǗǨ ǨǗƒNjǨǆǵǆǈ !ƒǆƬǨƧ ǁ.

6: !ƒǨƶƧ ƨ !Ƶ Ĭ ǗĂ!ĂǵǗǨ ǗƥƒƧǒǂ.

7: !ƒǨǈǀƱ ǈǆǵƱǆ !ƒǨƬƧ5ǵǨ ǗƥƒƧǒǂ 5Ŏ !ƒǆĂƒƥƨ !ƒƬƶǂ ĂƒǗƨǆǵǨ.

8: Ǩƶƨǒƨ ǗƥĂƒƧƒ !ƒǁǒƥǂ ĂƒǗƧƬǵƥǒǂ !ƒǆƧƺĂǂ.

9: ǨƧǪǒơ ǪǆƩ ƬǪƤǨ ǒ ƒ !ƒƠĂƒ5ƨ ĂƒǆƧƒǂƨ !ƒĂǕǒ5ǒǂ.

10: ǨƥƒƥƠǨ ƧǒǆƶǒǵƧ ǗƪǨǀƱƪǵƔ ĂƒǗƤǨǒǵƧ ĂƒǨƧƥǒǂ ĂƒǗǪƺǨǈǵǠ.

11: ǨĂ5ǒƧ ǆƶǵǒǆǵƧ !ǵǆ ƞǒƔ LJD ǒIĂ!N ƒĂ ǒƶƵN !ƶǵǆǒLJ.

12: ǨĂ5ǒƧ DƥƒI ƧƥǵǨǂ ǂƒǨǒ !ǪƪǵĂǁ ĂDǈǆǵƱ ǗǨƞǵNjǵǨ !ƒǆƧƺĂǂ(!ƒǆƧƪŎǗ2006).

13: ǨƶƶǨƨ ƛǵ5ǂ !ƒǆǕǈǆǂ ǨǈƬƧ/ ƞƦƧǒǗ ǒƠƛƧ Ƶ!Ĭ ǵƥǁǒǂ !ƒǆǕǈǆǂ ǵǨƶǒǒƧǗ ĂƥƧǨǵNj Ƶ!Ĭ

.(2004ǗĭƵǈ!ƒƨ)ǵNj!ĂƠ LJǆ ǨƒƱĂƧƒǨ ǂƒǂǆ

:ŀuĭDŽĭưǘǁǁǀ ŀuƺƑƽǨǁǀ ƥƬƑǆƳ :3 - 1

ǒǨư Ơ LJǆ ƤǗƽ ƱƧƒƽ !ǆƽǒNjĂD !ƒƛIǵ5ǂ !ƒǈǨǕǒǆǂ DNjǈǵ ǨǨǂĂLJ LJǆ ƞǆǵĂƵǂ LJǆ !ƒƶǈǵƬƧ !ƒǨǵǒǂ

:(2011ǗĭƧǒƧƠ!ƒ)

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

:4 - 1 [illegible]

[illegible]

:(2008 [illegible]

þþùƠǩǩ ƗùǒǇžǒƱǊǨ!ƒ ƗùƼƓǀƛ!ƒ ǉǤùǋ ýƛǇž Ǒ5 :(Bureaucratic Culture) ƗǒƷƒƧpǍƧǒǶ!ƒ ƗƼƓǀƛ!ƒ-ǛǋǮ

ý‡Tǈ ƗƷǐƪ!ƒ ýƪǐƪǨǨǍ ÜǨƒþƠǍ!ƒ ǇǒǶ ƭǒƪǊǨ!ƒ ǄǨǒ ƚ ǒƠǶ ǗǇžƱǊǇž ýǇžƶ!ƒ ǇǍ‡ǒ5 ǨƓƷǐƪ!ƒǍ ǨƓǒ!ƍǍƪǇž!ƒ

.Ǆƒƨǩ!ǕƒǍ Ǆ‡ƠǨ!ƒ ǏǐƵ ǄǍǀǨǍ ǑǇžƧǋ

ƳƒþùǈǕƒ ǏùǐƵ þƵƓƪǨ ýǇžƶǐ! ƗƑǒǶ ƧǒƼǍǨǶ ƨǒǇžǨǨǍ :(Innovative Culture) ƗǒƵƒþǈǕƒ ƗƼƓǀƛ!ƒ -ƑǏǇžƑǨ

.ǨƓǒþƠǨ!ƒ ƗnjƞƒǍǇžǍ ǨƒƧƒƧǀ!ƒ ǨƓƤǨ ǑƼ ǀƧƷƓƤǇž!ƒ ƔƠǈ ƓǋþƒƧƼǅ ƻ ƮǨǒǍ

ǇǒùǶ ƓùǇžǒ5 ǀþƵƓƪǇž!ƒǍ ƗpƒþƮ!Ɠǈ ýǇžƶ!ƒ ƗƑǒǶ ƨǇžǨǨ: (Supportive Culture) ǀþǊƓƪǇž!ƒ ƗƼƓǀƛ!ƒ -ƑǨǁƑǨ

ǏùǐƵ ƨǒ‡Ƨǩ!ƒ ǇǍ‡ǒǍ ǇǍƓƶǩ!ƒǍ ǀƒǍƓƪǇž!ƒ ƗǀƛƛƒǍ ƗǇžƱǊǇž!ƒ ƧƼǍǨǍ ÜƗǊǍƓƶǨǇž!ƒ ǀƧƪǕƒ Ǎƞ þǍƪǒ5 ǇǒǐǇžƓƶ!ƒ

.ƗƑǒǶ!ƒ ǉǤǋ ǑƼ ǑǊƓƪǊǕƒ ƳǊƓƞ!ƒ

ýùǇžƶ!ƒ ƨƓùƞǊǪ ƗǀǒƧƷ ǑƼ ǮƧǍƮƠǇž ǄǀǇžǨǋǕƒ ǇǍ‡ǒǍ: (Process Culture) ǨƓǐǇžƶ!ƒ ƗƼƓǀƛ -ƑƳƓƐþ

.ǄǋùƪƼǊǅ ƗùǒƓǇžƠ ǏǐƵ ǇǍǐǇžƶǒ ǇǒǤ!ƒǍ þƒƧƼǕƒ ǇǒǶ ƗƷǒƠ!ƒǍ ƧǤƠ!ƒ ƧTǨǊǒ5 Üƚǀ ƠǨ ǑǨ!ƒ ǋƑƓǨǊ!ƒ Ʃǒ!Ǎ

.ǋǐǇžƵ ǑƼ ýǒƮƓƪǨ!Ƕ ǄǨǋǒ ǏǤ!ƒǍ ǗǇžǒƱǊǨǍ Ɨpþ ƧƛǅǅǇǍ‡ǒ ǏǤ!ƒ ǍǋǍ ƠƞƓǊ!ƒ þƧƼ!ƒǍ

ýùǇžƶ!ƒ ƨƓùƞǊǪǍ ƸƒþǋǕƒ ƭǒǐƠǨ ǏǐƵ ƨ‡ƧǨ ƗƼƓǀƛ!ƒ ǉǤǋǍ: (Task Culture) ƗǇžǋǇž!ƒ ƗƼƓǀƛ -ƑƨǄƑǅ

.ƸǒƓ‡ǨǨ!ƒ ýpƓǈ ǋƑƓǨǊ!ƒ ýƯƼǅ ƭǒǐƠǨ ýƞǅ ǇǇž ƗǒƓƛǇž ƭƧƷǈ þƧƒǍǇž!ƒ Ǆƒþ Ǩƙǐǒ ýǍƓƠǨǍ ǋƑƓǨǊ!Ƕ ǄǨǋǒǍ

ƧƒǍþÜƒ ǑƓùǨǒƓǨǍ ǑƼǒǀƓùǒ!ƒ ƗǨƒǨǨ!ƒ ƳǍǀ ǏǐƵ ƨ‡ƧǨǍ: (Role Culture) ƧǍþ!ƒ ƗƼƓǀƛ -ƑƨƑƨ

ƗǒƧƒƧǇžǨùƪǕƒǍ ǑƼǒǀƓùǒ!ƒ ǇǍùǇžƓǕƒ ƧƼǍǨ ƓǋǐƱǅ ƓǇž‡ ÜƗǇžƱǊǇžƓǕƒǍ þƵƒǍǀ!ƓǈǍ ǄǋǐǨǨǍ .þƧƼ!ƒ ǇǇž ƧƛƑ ƗǒƽƮǍ!ƒ

.ƇƒþƓǕƒ ǨƓƛǍ

ƗǇžƱǊǇž!ƒ ƇƓƯƵƑ ǀǇžǨ ǀþƬ ǏǐƵ þǇžǨƵ ƗǒƓp ƗƼƓǀƛ ǇǍ‡ǨǍ þp: (Power Culture) ǀǍǀ!ƒ ƗƼƓǀƛ -ƑƳƓƐƨ

ƗùǇžǋǇž ƭǒƧƷǈ þƒƧƼǕƒ ƧǒƪǒǍ ƚǒƠ ƗƼǒǐƯ ƗƼƓǀƛ ǇǍ‡ǨǍ þp Ǎ ÜƓǋǒǐǏǐƵ ǄǋƵƓǇžǋ ǍþǇžǍ ǨƓǀƕǇž!ƒǍ ǄǒǀǐǀǨƓǈ

.ǀþƧǕƒÜǄƪǐƠ!ƒÜǊƓǋǨǕƒ ǏǐƵ ƳǍǀ!ƒ ƒǋǍ ƨ‡Ƨǒ Ǎ ÜƗǇžƱǊǇž!ƒ ýǨƕ! ƗþƷǒ ǀǇžǇž ǀƚǇžƓǇž!ƒ ƗƠƯƒǍ ƧǒƳ

[illegible] :(Support Culture) [illegible]

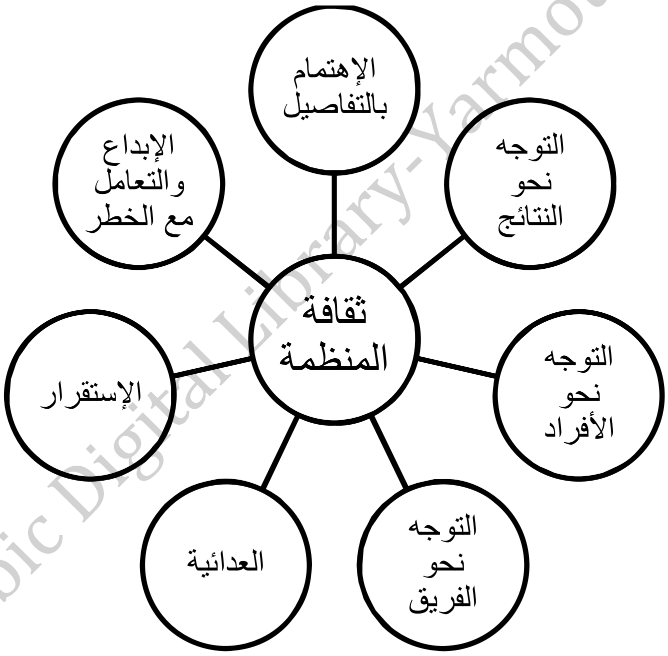
[illegible]

[illegible]

[illegible] :5-1

[illegible]

:(2009[illegible]) [illegible]



[illegible] 2 [illegible] (2009[illegible]).

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

.(2010 [illegible])

.(2011[illegible])

.(2011

1-2 :

- [illegible] (Recordo,1995) [illegible]

- [illegible] (Harper,1998) [illegible]

- [illegible] (Tushman and Anderson, 1997) [illegible]

- [illegible] (2003[illegible]) [illegible]

- [illegible] (2007[illegible]) [illegible]

- [illegible] (2002[illegible]) [illegible]

- [illegible] .(2006[illegible])

• ĞďĐ (2007Ü ţ ĂƧƜ) ĞƧŏ5 ă ĿĐ ƨŏŏʓƙ!ƒ ŎďžŏƱǉƙ!ƒ ĂŇ ý ǂ ýŏþʑƙ ýŏŋǀ ĂĐ ĭƧǶƞƣ ĭƧǴŭŏƙƤǀ

Ĭ!ƒ ĭþƋŏ ĭƦ!ƒ Ă ÜƘǴŏǂĂǁǈĂ Ďžŏp ÜƘǴŏŋŏƙƒƧƙǈǀ Üý ǂǴŏŇ ǇĴž ǂďžƱǉďž!ƒ ýďžƵ ƽƧƱ Ĭǁƶ

ǁù!ƦĂ Ü ŎŋƧǴƤ!ƒ ǴŋƱŏơďž ýďž ǴŋƙǴƿǘƵ ƻǁƙƤďžĂ Ü ǂďžƱǉďž!ƒ Ŏ5 ý ư 5Đ ý ǂ ƮƜ Ďǂơƙ!ƒ

. ǉĂŋƧďž!ƒ ǴŋƼƒþŇĐ ƽŏǉơƙ Ă ǴŋƑƒþĐ Ă ǴŋƙŏǃǴƶ5 ǇĴž ýƼƧ!ƒ ýŋǕ

ƳǴùƜƙǀ Ŏùǉƶƙ Ƨùŏŏʓƙ!ƒ ǉƧƒþǀ ĿĐ ǂƛơǴƜ!ƒ ăƧƙ ƨŏŏʓƙ!ƒ ǉƧƒþǀ ŎǈƧƒþ ƧƱǉ ƘǴŋŋĂ Ĭǁƶ ǬǴǤǉƜĂ

ĭĐ Ŏ5 ĂĐ ǂďžƱǉďž!ƒ ǂďžƱǉĐ Ă ƘǴǈǴŏǈ Ă ƻƒþŇĐ Ŏ5 Ƙǘŏþʑƙ ǤƒƧŋǀ Ĭ!ǀ ƻþŋŏ ǇĴŏƶďž ĭƧƒþǀ ƔĂǁǈƒ

Ŏù5 ǉǤùƼǂ ƧƛǂĐ ǂ!Ǵơ Ĭ!ǀ ǂǉŇƒƧ!ƒ Ǵŋƙ!Ǵơ ǇĴž ǂďžƱǉďž!ƒ ýǁǉ! ǁ!Ʀ Ă ǂŏďžŏƱǉƙ!ƒ ǴŇƧƮǴǉƵ ǇĴž ƧƮǉƵ

.ǉþŏþŋ!ƒ ƘƒƧĂƱƙ!ƒ Ă ƻĂƧƱǁ! ǴŋƙŋŋƒĂďž Ă ǴŋƼƒþŇĐ ƽŏǉơƙ

:þĩĭƩǂǁƐ ƔþƐǫƋ þĩĭƩǂǁƐ ƕĭƊǅǉǳ :2-2

ǇĴŏ5ƧƮďž!ƒĂ ǇĴŏƧŏþďž!ƒ Ă ǇĴŏŏƧƒþǓƒ ǉþǴǉ!ƒ Ĭǁƶ Ɣŋŏ Ŏƙ!ƒ ǂŏƧƒþǓƒ ƘǴŏǁďžƶ!ƒ ĎŇĐ ǇĴž ƨŏŏʓƙ!ƒ ƧƜƙƶŏ

ǤƒþƋùƜ Ŏùƿƨǁ! Ĭƶùǈƙ ǂŏƜǴŋŏǀ ǂŏƧŏĂƱƙ ǂƱƤ ýƛďžŏ ƨŏŏʓƙ!ƒ ǇĴǕ ýǴƶ5 Ă þŏŋ ǤƒþĐ ǇĴǴž ư! ǁ!Ʀ Ă Ǵŋďžŋ5

ǉǴŏơ! ǂďžƑǘďžĂ ƟǴŋǉ Ă ǂŏ!Ǵƶ5 ƧƛǂĐ ǂǁơƧž Ĭ!ǀ ǂǁơƧž ǇĴž ǋǁǉǉĂ ǋǉŏǈơƙ Ă ǂďžƱǉďž!ƒ Ŏ5 ĭƧƒþǓƒ ƨǴŋŋ!ƒ

. ǉþþŋƙďž!ƒ ǴŋƙƑŏƜ! ǂŏƜǁƙ Ă ǴŋƙŏƧƒƧďžƙǈǀ Ă ǂďžƱǉďž!ƒ

ƯʑƜùƶ ǂùƱǴơǓƒ Ǵǉǂďžŏ Ă ǂŏǈǴŏǈ Ă ǂŏƵǴďžƙŋǀ Ă ǂŏþǴƮƙǀ ǉƧŇǴƱ ýƛďžŏ ǋǉǕ ǂŏďžŇǕƒ Ʃ!Ǵƶ ƨŏŏʓƙ!Ǵ5

:(2011ÜƧƜŏƵƨ!ƒ)ǂŏďžŇǕƒ ǉƦŇ ƔǉƒĂŋ

:ƕĎǅưďĎǅǁƐ ƕĭǁƑƔʓ ƔǫƑĭƦ-1

ǂù!Ǵơ þǉƵ ƻĂpĂ!ƒ Ďþƶ ǴŋŏǁƵ ƔŋĂƙǈŏ ƒƦŇ ǇĴƷ5 ǴŋǁďžƵ Ŏ5 ýďžǴǂƙƙ Ă ǂďžƱǉďž!ƒ þĂŋŋ ǋŋĂƙƙ ǴďžþǉƵ

Ă ǂùďžƱǉďž!ƒ ǂùŏǁƵǴ5 ǇĴùďž þŏƨŏ ý ư 5Ǖ Ĭ!ǀ ǋƙƒǤƒƧŋǀ Ă ýďžƵ!ƒ Ɣŏ!Ǵǈ Đ Ŏ5 Ƨŏʓƙ!Ǵ5 ƨŏďžƙ!ƒĂ ǤƒþǕƒ

.ǴŋƙǤǴƶǂ

: ǉƑĎǅưďĎǅǁƐ ŋǫǁ ƕǂƳƑƻǁƐ ƕĭŇĭƟǁƐ Ăǂ ƳưƑƻƟǁƐ-2

Ă ǴŋƑǴưƵĐ ǇĴŏƜ ƘǴďžƱǉďž!ƒ ýƤƒþ ƱǴƮǉ!ƒ Ă þŋ!ƒ Ă ǂŏĂŏơ!ƒ ƟĂƧ ǤǴǂƦǀ Ŏ5 ĎŇǴǈŏ ǋǉďžƜ ƨŏŏʓƙ!ƒ ƨŏďžƙŏ

. ǂďžƱǉďž!ƒ ýďžƵ Ăơǉ ǂŏƜǁǈ!ƒ ƘǴŇǴŋƙǕƒ Ĭǁƶ ǤǴư!ƒ Ŏ5 þƵǴǈŏ Ǵďžďž ÜǴŋƙďžƱǉĐ

3 - [illegible]

[illegible]

4 - [illegible]

[illegible]

5 [illegible]

[illegible]

6 - [illegible]

[illegible]

7 - [illegible]

[illegible]

8 - [illegible]:

[illegible]

9 - [illegible]:

[illegible]

10 - [illegible]:

[illegible]

11 - [illegible]:

[illegible]

2-3: [illegible]:

[illegible] (2011[illegible]).

[illegible]

[illegible] :(2003

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

4-2 : [illegible]

[illegible] (2011 [illegible]) :

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

:ƕǐǕƥƑǞǁǀ ǀ ƑǄǄ ƨ ǅǁǀ Ǌ ƲƷƐǊǫǁǀ :ƑǐǆƑǨ

.ǅǌ! ƚǆƥǀǆ!ƒ ƘǄǆƥƤ!ƒ ăǍǨƪǆ ƒ ǍƮƤ ƧǍǌǆƞ!ƒ ƘǄƶƿǍǨ ǀƥǄƨ -ǃ

.ƚǒƵǄǆǨƞǕƒ Ǎ ƚǒƪǄǒƪ!ƒ Ǎ ƚǒƥǄƮǨƿǕƒ ƳǄ ƣǍǕƒ -ƒ

.ƚƵƧǄƪǨǆ!ƒ Ǎ ƚǍǒƥơ!ƒ ƚǒǈǨ!ƒ ƘƒƧǍƱǨ!ƒ -ƚ

.ǄǊƧƥǄƮǆ Ǎ ǄǌƵƒǍǁ ƻǚǨƤǫ ǏǁƵ Ƙǚƚƫǆ!ƒ ı ǫ

:(2010ǛƧǊǄǆ)ǑǊ ƧǒǒƷǨǁ! ǄǈƶƼƥǨ Ǎ ǄǈǒǁƵ Ʊ ƧƼǨ ƥƿ ƘǄǃǃƪǆ Ǎ ƻƒƥǊǁ ƚƶƕƧǁ ǁ ǄǈǊ ǈǁ Ǆǆƚ

- ƕǁǅƦǛǀ (Crisis) : ǏǈƶǆƕƧ ƥǫ ƧǍǆǕƒ ǈǁ ǁ ƧơǨǨ ǈǁ ƥƕ Ǖ ƧǍǆǕƒ ǈǁ ǁƒƧƥǫ ǏǈƶǆƕƧ ǁ ǈǆ ǄǊǈǄƚǆ Ǎ .ƧǒǒƷǨǨ

- ƕǐǅƥǁǀ (Vision) : ǀƧǍƮ!ƒ ƚơƣƒǍ!ƒ ƚǆƪǆǁ! ǉƕǀǨƪǆǁ! ǉƚǆǆ!ƒ ǉǍƮǍ!ƒ ǊǒǫǄƕǁ ǉƧǒǒƷǨ!.

- ƕƮƥƻǁǀ (Opportunity) : ǏǈƶǆƕƧ ǃƕǈǨǨ!ƒ ǈǁ ƧǒǒƷǨ!ƒ ƪƚǒǍ ǏǫǑ ƼǕƒ ƣƤǍ Ǎ ǄǨǁǨǊǄ ƥ ǑǃǕǑ Ǖ
ǑƞǍ ƧǨ ǁ ǉǆƪǃǨ! ƚƮ ǈǁ ƘǄǄǒƥǒǅ.

- ǀǫǐǫǋƚǁǀ (Threat) : ǏǅǍ ǃƕǈǨǨ!ƒ ƕǆƥơ ƚǆ ƮǑ ƖƧǄǋ ƪǆƥǨ ǁǨ! ƧǍǄǆƪǆǍ ǁǁƵǍ ǏǈǆǍǅǆǈǆǨ!ƒ ǈǍƚ Ǎ
.ǄǊǨǒƧƒƧǆǨƪǫ

2-5: ǈƒƮƑǁ ǍǍǐǍǆƝǁǀ ƥǐǐƷƚǁǀ:

ƘǨǆǍƮ ƥƼǆ ƧǒǒƷǨ!ƒ ǀƧƒƥǫ ƻƮƘ ǄǒƮƤ ƒ ǈǆƵǇǊ ǈǁǆǍ ƨƧƕǃ ǁǁǨ ƒ ƑǄƮƤ!ƒ ƒ ǄǆǨǈǁ ƧǍƮǒƧ ǄǊǨ!

:(2003Ǜ ǐƧǒƣƤ!ƒ)

1. ƞǍǒǨǁǕƒ :ƚǒƼƒǍǆǁ ƮƥǕ ǈǁ! ǁ ǈǁ ƧǒǒƷǨ!ƒ Ǖ ƚƥơǍ ƚƮƒƑǄǒ Ǎ ƧǨǄǈǆǀǄǕ ǉƕ ǍǨǒǆ ƼǍǑ ƪǋƧƧ ƚƧƚǓƧƧƚ
ƧǨǁǆǆƚ ǈǨǍ ǁǒ Ǐ!ǫ ƶǒǍǁ ǏǆǒǨƕ ƻƥǊ ƥƥơǆ ǏǨƧǍ Ǐ!ǫ ƷƧǄǍ ǆǆƵǍǆ ƼƒǍǆ ƵǒǁǄǊǏǆ ǁǍƚǆǍ ǈǁǍ ǍǍƚ
.ƧǒǒƷǨ!ƒ

2. ƚǒƷƒǍ!ƒ :ƘƞǍ ǈǁ ƧǨƵƧ ǄƧƒƥǫ ƧǒǒƷǨ!ƒ ǈǁƒǍ!ƒ ǑǆƵƖ!ƒ ǐƦ!ƒ ƘǒƷƵ ǈǆƚǍ Ǎǆ ǈǍƥƚ ƚǍ ǈǁǍ
.ǄǈǆǆƧǆǒǈǄ ǛǄǊǒƧƒǍǆ ǛǄǊǒƧǍƧƵ ǄǊǍǍǆǍ ǛǄǊǍǄǒǄǨ

ƘǴùɳǴŏƙơƺĂ ƘǴƕƺƧ ǇŎƕĂ ƨŏŏʓƙ!ƒ ƗŏǁǆƵ ǇŎƕ ƽ5ƒĂƙ!ƒ Ǉǆƶ Ɣʅǵǉǆƶ ƨƥƿ ƗĂƥơ ƔɳĂƙʅŏ :ƗŏǀƽƒĂƙ!ƒ .3

.ƨŏŏʓƙ!ƒ Ɨŏǁǆƶ! ƗƽǁƙƤǆƶ!ƒ ăĂǀ!ƒ ƘǴƶǁƱƙĂ

ǁǁǆƶƙĂ ÜƗƕʅǵǉǆƶ ƗŏƧơƕ ƗǂƧơ!ƒ ǏǁƵ ǀƨƥǀ!ƒ ǁǁǆƶƙ ǐǅ ÜƗ!Ǵƶ5 ƨŏŏʓƙ!ƒ ǀƨƒƥƺ ǇĂǂƙ Ǉǅ ǇŎƶƙŏ :ƗŏǁƵǴ5!ƒ .4

ƻƥǌƙùʅǆƶ!ƒ ƗùŏƧƒƥǗƒ ƘƒƥơĂ!ƒĂ ƗƱƬǉǙƒ Ŏ5 ƴƶƽ!ƒ ăĂƿ ǋŏɳĂƙĂ ÜǇŎƧƤǗƒ ǏǁƵ ƨŏƛƙ!ƒ ǏǁƵ ǀƨƥǀ!ƒ

.ǴǌƧŏŏʓƙ

ÜƧŏŏʓƙ!ǴùƕƧƛƙƙ Ŏƙ!ƒ ƻƒƧƱǙƒĂ ăĂǀ!ƒ ǇŎƕ ŎƕǴɳŏǙƒ ƴƵǴƽƙ!ƒ Ǐ!ƺ ƨŏŏʓƙ!ƒ ǀƨƒƥƺ ǕǴƙơƙ :ƗǂƧǴƬǆƶ!ƒ .5

.ƨŏŏʓƙ!ƒ ǀƥǴƿ ƴǆƶ ƴƵǴƽƙƙĂ

.ƥơƒĂ ǇǄ Ŏ5 ƗŏƿǘƤǗƒĂ ÜƗŏǉĂǉǴǀ!ƒ ƗŏƵƧƬ!ƒ ƧǴƱƺ Ŏ5 ƨŏŏʓƙ!ƒ ǅƙŏ ǇǅƔɳŏ :ƗŏƵƧƬ!ƒ .6

ĂùơǉǏƶʅƙǇǅƔɳŏǴǌǉǅǏǉƶƶƕÜƟǘƮǗǴƕƻƮƙƙǇǅƔɳŏƨŏŏʓƙ!ƒǀƨƒƥƺƠɳǉƙŎǂ!:ƟǘƮǗƒ.7

.ƗǆƶƲǉǆƶ!ƒ Ŏ5 ƘǛǘƙƤƺ ǇǆƶƥĂɳĂǆƶ ĂǌǉǴǆƶ Ɨɳ!ǴƶǆƶĂ ÜƔĂŏƵ ǇǆƶǆƶƑǴƿ ĂǌǉǴǆƶ ƟǘƮƺ

.ƨŏŏʓƙ!ƒ ǀƨƒƥƺ ƗƮǴƤ ƗƽƮƕĂ ÜǐƧƒƥƺ ƴǆƶƵ ƴǂ! ƗǆƶƨǗ ƗƽƮ ĂǌǉĂ :ƥƬƧ!ƒ .8

ƴùư5ǅ ƗŏƧŏĂƱƙ ƘƒƧƥƿ ƥǴɳŏƺ ǏǁƵ ƴǆƶƶŏ ǇǅƧŏŏʓƙ!ƒǏǁƵǇŎƶƙŏ:ƧǴǂƙƕǗƒĂƧŏĂƱƙ!ƒǏǁƵǀƨƥǀ!ƒ.9

.ǋǉĂǆƶưǆƶƥǀ5ǗƺĂÜǴǴǀƙƧǗƒĂǆƶƥǀƙ!ƒĂơǉƴǆƶƶŏƨŏŏʓƙ!Ǵ5ǗŏƕǴơǆƶƥƤƙʅǆƶĂǅǆƶƑǴƿĂǌǉǴǆƶǆƶ

Ǵùǌǉǂ!ĂÜƱǀ5ƗƒƥơǙƒƴǆƶƴƵǴƽƙƙǕƨŏŏʓƙ!ƒǀƨƒƥƺǇƺ:ƗƒƥơǙƒƴǆƶƴŏƨʅ!ƒƻŏǂƙ!ƒǏǁƵǀƨƥǀ!ƒ.10

.ǴǌƧǴʅǆƶĂǴǌǋǴɳƙƺŎ5ǆƶǂơƙ!ƒĂÜǴǌŏǁƵǀƨƱŏʅ!ƒƴĂǴơƙĂÜǴǌǉƶǆƶƻŏǂƙĂƽ5ƒĂƙƙǴưŏǅ

:ƥǙǙƸƗǁƐ ǀǕƑǕǆǅ :6-2

ƗùŏƧƒƥƺ ƗŏɳŏƙƒƧƙùʅƺ ŎǉƕƙǏ!ƺ ƗƮǴƤ!ƒ ĂǅƗǆƶǴƶ!ƒ ƘǴƶǆƶƲǉǆƶ!ƒ Ŏ5 ǄǴƒĂʅƗƛŏƥơ!ƒǀƨƒƥǕƒƒƑƧơƙ

ǇùƵǕƺǁùǁ!ƦǅƙŏǕĂÜǴǌǉǇŏǁǆƶǴƶ!ƒǀǴƽƗƴ5ƧĂǴǌǆƶǆƶƲǉǆƶĂǴǌƙǆƶƲǉǆƶŎ5Ƨǆƶƙʅǆƶǆƶǆƶƥŏƥɳƙ!ƒĂƧŏĂƱƙǁ!

ƘǛǴùɳǆƶǅùǉǅĂÜƗùǆƶƲǉǆƶ!ƒǁĂǁʅǁ!Ʀǂ ĂǴǌǉǇŏǁǆƶǴƶ!ƒǁĂǁʅŎ5ǉǙƘǛƥǉ!ƨŏŏʓƙƗƒƥơƺƽŏƧƱ

:ŎǁŏǆƶƗƛŏƥơ!ƒǀƨƒƥǕƒŎ5ŎǆƶŏƲǉǆƶ!ƒƨŏŏʓƙ!ƒ

1-

(2005)

(2004)

[illegible]

[illegible]

.(2003[illegible])

:[illegible] -2

[illegible]

.[illegible]

: [illegible] -3

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

.[illegible]

[illegible]

.[illegible]

: [illegible] :7-2

[illegible]

(2006[illegible]) :[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] (2012) [illegible] -1 [illegible]

[illegible]

[illegible] 17 [illegible] 200 [illegible]

[illegible]

[illegible] (2010) [illegible] 2 [illegible]

[illegible] (227) [illegible]

300

(2009

459

(2008

[illegible]

17 - [illegible] (2007) : [illegible]

[illegible]

8 - [illegible] (2005) : **الثقافة التنظيمية و تأثيرها على بناء المعرفة المؤسسية، دراسة ميدانية لمؤسسة المناطق الحرة في محافظة الزرقاء.**

[illegible]

ŁùǖƧďž!ƒ Ŏù5 ŎùďžŏƲǉķ!ƒ ýĜù ƮķŰƒ ýĜηďž ĈĜη ĜďžǉöǖÜŁŏďžŏƲǉķ!ƒ ŁŏďžƧnj!ƒ Ł5ĜǀƛÜ!ƒ ýĜηďž ĎžƛÜŁŏƧŏĂƱķ!ƒ

.lƧŏƤŰƒ

3- ǖøƨƐþƣ (ƮĎžǁƐ 2011Ûăþø) ĎžƐNjøďžyĜ : **درجة ممارسة مديري المدارس الثانوية في محافظات غزة للتخطيط الاستراتيجي وعلاقته بأنماط الثقافة التنظيمية السائدة في مدارسهم.**

lƨùƔ ƘĜùƲ5ĜơďžŎù5 ŁŏĂǉĜƛ!ƒ ƩƧƒþďž!ƒ ĭƧŏþďž Łƪ ƧĜďžďž ŁηƧþ þŏþơķ Ĭ!ǫ Łƪƒ Ƨþ!ƒ ǉƦNj Ƙ5þNj

ƩƧƒþďž!ƒ Ŏ5 lþƑĜƪ!ƒ ŁŏďžŏƲǉķ!ƒ Ł5ĜǀƛÜ!ƒ ƱĜďžǉƉ Ĭ!ǫ ƻƧƶķ!ƒĂ Ü ĎžNjƧƲǉ ŁnjηĂ ǇďžŎηŏķƒƧķƪŰƒ ƱŏƱƤķ!

ĭƧŏþùďž Łùƪ ƧĜďžďž ŁηƧþ ǇǖŁþ ŭƶ!ƒ ǇƵ ƻƬ!ǂƒ Ĭ!ǫ Ƙ5þNj ĜďžǂÜ ĜnjŏƧŏþďž ƧƲǉ ŁnjηĂ Ǉďž ŁŏĂǉĜƛ!ƒ

.ĎžnjƪƧƒþďž Ŏ5 lþƑĜƪ!ƒ ŁŏďžŏƲǉķ!ƒ Ł5ĜǀƛÜ!ƒ ƱĜďžǉƉĂ Ü ŎηŏķƒƧķƪŰƒ ƱŏƱƤķ! ŁŏĂǉĜƛ!ƒ ƩƧƒþďž!ƒ

ĎžùƛƨĜηǉŰƒ Ł5ĜǀƛĜnjŏǖķ ÜĬ!ĂŰƒ ŁǖƧďž!ƒ ĬǉƵ ƘǖƮơ ŎǉĜƪǉŰƒ ƻƱĜƶķ!ƒ Ł5ĜǀƛǇƉ Łƪƒ Ƨþ!ƒ ƝƑĜķǉ Ǉďž Ă

Łù!Ůþ ƘƒǉƦ ƽĂƧù5 þùηĂķ Ů Ŋùǉ Ă ÜŁƵǖƒƧ!ƒ ŁǖƧďž!ƒ Ŏ5 lĂ!ƒ Ł5ĜǀƛǃƧŏƤĂ Ü ƧƒĂþŰƒĂ ĎžƲǉ!ƒ Ł5ĜǀƛÜ

ăƨùƵķ ĎžnjùƪƧƒþďž Ŏ5 lþƑĜƪ!ƒ ŁŏďžŏƲǉķ!ƒ Ł5ĜǀƛÜ!ƒ ƱĜďžǉŰ Łǉöƶ!ƒ þƒƧ5ƉƘƒƧŏþķ ƘĜƱƪĂķďžǇǖŁŏƑĜƮơǫ

.Ŏďžƶ!ƒ ýNjƋďž!ƒ Ă lƧǖƤ!ƒ ƘƒĂǉƪ ƧŏƷķďžĂ ƩǉƞηƧŏƷķďž Ǉďž ý!ƻ

4- ǖƨƐþƣ (ŎĜþƟǁƐ 2010Û) ĎžƐNjďžyĜ: ǖƷƑƽǁƐ ǉǖĬǁƨǁƐ Ŋ ƑøǉþķĆ ĭøƷ ƮƷƑøƮ ǖŰƨƐþŁø ǉǖĬŶĨĨƐþŁø ǉ :ƑǉƤĭǁŁ: **دراسة حالة - الشركة اليمنية للصناعة والتجارة المحدودة – تعز.**

ŁŏǉďžŏŴ!ƒ ŁƻƧƮ!ƒ Ŏ5 þƑĜƪ!ƒ ŁŏďžŏƲǉķ!ƒ Ł5ĜǀƛÜ!ƒ ŁƵŏǖƱ Ă ýþƒĂ ĬǉƵ ƻƧƶķ!ƒ Ĭ!ǫ Łƪƒ Ƨþ!ƒ ǉƦNj Ƙ5þNj

Ŏù5 ŁùŏďžŏƲǉķ!ƒ Ł5ĜǀƛÜ!ƒ ŊǉŏþƋķ Ǉƒ Ǉƾďžŏ ĭƦ!ƒ ƧĂþ!Ĝǖ ƻŏƧƶķ!ƒĂ ÜƨƨķǇ Ǉ lþĂþơďž!ƒ lƧĜηķ!ƒĂ ŁƵĜǉƮƱ!

ŁŏηŏƧƒƧƪ ŁŏďžŏƲǉķ!ƒ ÜŁŏďžǉǇĜǖ ŁĜƱƿķƒ Ĭ!ǫ معرفة فيما إذا كان هناك فروق في آراء المبحوثين نحو أبعاد

الثقافة التنظيمية (البعد القيـادي – ƒ!ƶǖþ ƒ!ķǉƲďžŏŎ Ǉ ƒ!ƨùþ ƒ!ŰǉƪùĜǉŎ) تعزى للخصـائص الشخصـية

للمبحوثين(العمر- الخبرة Ǉ ƒ!ďžƮƋNjý ƒ!ďžƪķĂĂ ƒ!ďžƪƱŏŎ).

[illegible] ذات علاقة تـأثير معنويـة في صـياغة الإسـتراتيجية وتنفيذها، كمـا تبـين مـن خـلال الدراسـة عدم وجـود فـروق معنويـة بـين آراء المبحـوثين نحـو أبعـاد الثقافـة التنظيميـة يمكـن إعزائهـا إلـى الخصـائص الشخصـية (العمـر ،الخبـرة [illegible]).

[illegible] إدارة المنظمة المبحوثة أن تقوي الجانب الإنساني و العلاقات لمـا لـه مـن أثـر عالٍ في صياغة الإستراتيجية و تنفيذها.

5- [illegible] (2009) [illegible]

[illegible]

[illegible] (320) [illegible]

1. [illegible]

2. [illegible]

6- [illegible] (2009) [illegible]

[illegible]

[illegible]

[illegible] (2008 [illegible]) -7

[illegible] "Paltel" [illegible]

[illegible] "Paltel" [illegible]

[illegible]

, ƗùǒdžǒƱǀǨ!ƒ ǅǒǀ!ƒ, ǇǒǀƒĂǀ!ƒĂ ǅƱǀ!ƒ,ƘƒƇƒƧƞŰƒĂ ƘƇƪƇǒƪ!ƒ) ǑǊ ƧƮƇǀƶ!ƒ ǀǨǊĂ ƗdžƱǀdž!ƒ Ɨ5ƇǀƛǅƇ

. (ƗǒdžǒƱǀǨ!ƒ ƘƇǊƇƞǨŰƒ,ƗǒdžǒƱǀǨ!ƒ ƘƒƥǀǨƶdž!ƒ, ƗǒǂĂǀƪ!ƒ ƱƇdžǀǀŰƒ

ƱƐƣøƇŰƐ Ĭøƺ ƑøǀƥǊƣ Ǌ ƕøƨƥƣǅǁƐ ƥĭƣǅǁ ƕĭǅĭưǂǁƐ ƕƺƑƫǨǁƐ :ǅƐǊǅƴƇ (2008ÛĬǨĭǂǁƐ) ƕƨƐƥƣ -8

.ƕƨƣƫǅǁƐ ƕǅƮƑƴǁƐ Ĭƺ ĬƋƐƣǂƇŰƐ !ĭǂƴǂǁƐ Ƨ ƥƐƣǅ ăƥĭƣǅ ƥưǅ ƕǀǀǊ ǅǅ ăƥƐƣŰƐ

Ɨù ǂdžƕ ƗǒƑƒƥǨƕŰƒ ƩƧƒƥdž!ƒ ĭƧǒƥdž! ǀƥƑƇƪ!ƒ ƗǒdžǒƱǀǨ!ƒ Ɨ5ƇǀƛǅƇ!ƒ ƗǒdžǊǅ ƠǒưĂǨ Ĭ!ƥ ƗƪƒƧƥ!ƒ ǀǨǊ Ƙ5ƥǊ

ƗùǒdžǒƱǀǨ!ƒ Ɨ5ƇǀƛǅƇ!ƒ Ǉǒƕ ƗƥǖƶƇ!ƒ ƗƞƧƥ Ĭ!ƥ Ă Ü ĭƧƒƥŰƒ ƳƒƥƕŰƒ ƧƮƇǀƵ ƴƥƒĂ ĬǀƵ ƻƧƶǨ!ƒ Ă ƗdžƧǂdž!ƒ

. Ƨǒƥdž 115 Ɨǀǒƶ!ƒ ǅƞơ ƴǀƕ ƥƥ Ă ƗǒƑƒƥǨƕŰƒ ƩƧƒƥdž!ƒ ĭƧǒƥdž ăƥ! ĭƧƒƥŰƒ ƳƒƥƕŰƒĂ

ƧùƱǀ ƗƞĂ Ǉdž ǅƥƞ ǀƧǒƕǂ ƗƞƧƥƕ ǇƇǂ ǀƥǀƇƪdž!ƒ Ɨ5ƇǀƛǅƇ!ƒ ƗƪƧƇdždž ƗƞƧƥ ǇǅƇ Ĭ!ƥ ƗƪƒƧƥ!ƒ ƘǀƮĂǨ Ă

ƧùƮƇǀƵ ǇùǅƇ Ɨ!ƇƮŰƒ ƧƮǀƵ ƗƪƧƇdždž ƗƞƧƥ ǇǅƇ Ă ÜƗƪƥǀdž!ƒ ƗdžƮƇƶ!ƇƕƗǒƑƒƥǨƕŰƒ ƩƧƒƥdž!ƒ ĭƧǒƥdž

.ǅƥƞ ǀƧǒƕǂ ƗƞƧƥƕ ǇƇǂ ĭƧƒƥŰƒ ƳƒƥƕŰƒ

ƗǒdžǒƱǀǨ!ƒ Ɨ5ƇǀƛǅƇ!ƇƕƩƧƒƥdž!ƒ ĭƧǒƥdž Ɨ5ƧƶdžĂ ǑƵĂ ǀƥƇǒƨ ĬǀƵ ƴdžƶ!ƒ ǀƧĂƧưƕ ƗƪƒƧƥ!ƒ ƘƮĂǅ Ă

ƴǖùƤ ǇùǅƇ ƗƮƇƤ ĭƧƒƥŰƒ ƳƒƥƕŰƒ ĬǀƵ ƥƵƇƪǨ ǑǨ!ƒ ƗǒdžǒƱǀǨ!ƒ ƘƇ5ƇǀƛǅƇ!ƒ ƨƒƧƕƥĂ ÜǅƇƵ ƴǂƮƕ ǀƥƑƇƪ!ƒ

.ǑǀƒƥǒdžƇ!ƒ ǑǀdžƶƇ!ƒ ƔǒƧƥǨ!ƒ

ǀƑǀƥøƪǁƐ Ĭøƺ ǅĭƻưǊøǅǁƐ ƀƐƣƇ ĂǂƳ ƕĭǅĭưǂǁƐ ƕƺƑƫǨǁƐ ƥǨƇ :ǅƐǊǅƴƇ (2007ÛƕǂĭǊƣǁƐ)ƕƨƐƥƣ -9

.ƕĭǂĭǊǀǁƐ ƕĭƳƑǅƮǁƐ

ƘƇǂƧùƮ!ƒ Ǒù5 ǇǒƽƱĂùdž!ƒ ƇƒƥǅƇ ĬǀƵ ƗǒdžǒƱǀǨ!ƒ Ɨ5ƇǀƛǅƇ!ƒ ƧƛǅƇ ĬǀƵ ƻƧƶǨ!ƒ Ĭ!ƒ ƗƪƒƧƥ!ƒ ǀǨǊ Ƙ5ƥǊ

ƘƇǂƧùƮ!ƒ Ǒ5 ƗǒǨǒƽǀǨ!ƒ ƧƑĂƥ!ƒ Ǒ5 ǇǒƽƱĂdž!ƒ ĬǀƵ ƗƪƒƧƥ!ƒ ƴdžǨƞdž ƴdžǨƮƥ ƥƥĂ ƘǒĂǂ!ƒ Ǒ5 ƗǒƵƇǀƮ!ƒ

ƴùdžǨƞdž ƺùǀƕ ƥƥĂ ÜƗǂƧƮ 23 ƇǊƥƥƵ ƺ!ƇƕƒĂ Ɨǒ!ƇƶdžƇ!ƒ ƫƒƧĂǖ! ƘǒĂǂ!ƒ ƫĂƪ Ǒ5 ƗƞƧƥdž!ƒ ƗǒƵƇǀƮ!ƒ

ƗùƪƒƧƥ!ƒ ƗǀƇƕǨƪƥ ƘƵƨĂ ǅƥƧ5 211 Ǉdž ƗǀĂǂdž ƗǒƑƒĂƮƵ ƗǀǒƵ ǨƤǅ ǅǨ Ǩƥ ÜƻƱĂdž 1000 ƗƪƒƧƥ!ƒ

Ǒù5 ǇǒƽƱĂdž!ƒ ƇƒƥǅƇ ĬǀƵ ƗdžƱǀdž!ƒ Ɨ5ƇǀƛǅƇ! ƗǒƑƇƮơƥ Ɨ!Űƥ ĂǨ ƧƛǅƇ ǁƇǀǊ ǇǅƇ Ĭ!ƥ ǋƑƇǨǀ!ƒ ƘǀƮĂǨ ÜǅǊǒǀƵ

[illegible]

[illegible]

10- [illegible] (2007): تأثير الثقافة التنظيمية في جامعة صنعاء على سلوك [illegible]

[illegible]

11-دراسة (عبدالإله،2006) بعنوان: واقع الثقافة التنظيمية السائدة في الجامعات الفلسطينية بقطاع غزة وأثرها على مستوى التطوير التنظيمي للجامعات:دراسة مقارنة .

[illegible]

Ŧùƶďǆŋ Ŏù5 Ʊùʅ ǍķďžǍ ÜƧǋƨǕƒ ŧƶďǆŋ Ǒ5 ƴƽķƧďžǍ ÜŦŏďžǘʅǗƒ ŧƶďǆŋ!ƒ Ǒ5 ǂƥŋ ƴƽķƧďž ǑďžŏƱǉķ!ƒ

.Ǐ ƮƿǕƒ

:ǅnjďžǋǅ ǇJďž ƘǅŏƮǍķ ŧǁďžŋ Ǐ!ǫ ŧʅƒƧƥ!ƒ ƘƮǁƤǍ

ƥƧƒǍďž!ƒ ŧŏďžǉķƅ ǄǅďžķǋǕƒ Ü ƠŏǍƽķ!ƒ ǎǍķʅďž ǀƥǅŏƨ Ǎ Ü ŧŏƧƒƥǗƒ ƘƒƧƒƧl!ƒ ŧǉƮƤƬ Ơŏƽƥķ ǀƧǍƧư

.ŧŏƧƬƅ!ƒ

:ƅǐǅďžƜǕƐ ʅƑƨƐƥƍǁƐ :ƑķǁƑķ

:ǄžƐǋďžƴǅ (Wang, Su,and Yang,2011) ƅƨƐƥƍ-1

Organizational culture and knowledge creation capability.

Ü ŧù5Ƨƶďž!ƒ ƾùǁƤ Ǐùǁƶ ǀƧƥùǀ!ƒ Ǒ5 ŧŏďžŏƱǉķ!ƒ ŧ5ǅǀƛ!ƒ ƧƛǅǏǁƶ ƻƧƶķ!ƒ Ǐ!ǫ ŧʅƒƧƥ!ƒ ǉƦǋ Ƙ5ƥǋ

ǋùŋǍ! ǘùnjŋǍ ŧǁƅǅlďž!ƒ ŧlŏƧƱƅ Ƙǅǉǅŏƅƒƴďžŋ ǅķ ŧ ŏơƅ ŧŏǉŏƮ ŧǂƧT 212 ǇJďž ŧʅƒƧƥ!ƒ ŧǉŏƵ Ƙǉǂǂķ

ƾùǁƤ Ǒ5 ǘďžʅǅơ ǂƧǍƥ Ɣƶǁķ ŧŏďžŏƱǉķ!ƒ ŧ5ǅǀƛ!ƒ ǇǅŧʅƒƧƥ!ƒ ǋƑǅķǉ ƘƽTǂ Ǎ Ü ƘǅŏưƧƽ!ƒ ƧǅƅķƤǫ ƠƧƺƅ

ƨùŏƨƶķ Ǎ ƾùǁƤ Ǒ5 ǑƅǅŋŏǫƧǍƥ ǅnj! Ǒķ!ƒ Ǎ ŧŏƵǅďžŋ!ƒ ŧ5Ƨƶďž!ƒ ǘƮǍƮƤ Ǎ ǇJŏƽƱǍďž!ƒ ǎƥ! ŧ5Ƨƶďž!ƒ

ŧù5Ƨƶďž!ƒ ƨùŏƨƶķ Ǎ ƾǁƤ Ǒ5 Ǒƅǁʅ ƧǍƥ ƥǂǆķ!ƒ ǄƥƵ Ɣǉŋķ Ǎ ŧƱǁʅ!ƒ Ǒ5 ŧ5ǅʅďžǁ! ǇJǅǂ ǅďžǉŏƅ Ü ŧ5Ƨƶďž!ƒ

.ŧƛǍơƅďž!ƒ Ƙǅǂ ƧT!ƒ Ǒ5 ǇJŏǁďžǅƶ!ƒ ǇJŏƽƱǍďž!ƒ ǎƥ!

:ǄžƐǋďžƴǅ (Valle, Valencia, JimÇnez,and Caballero,2011) ƅƨƐƥƍ-2

Linking organizational learning with technical innovation and organizational culture.

ŧù5ǅǀƛ!ƒ ƧǍƥ Ǎ Ü Ǒùǉǀķ!ƒ Ƨǅùǂķƅ ǕƒǑù5 ǑďžŏƱǉķ!ƒ ǄǁƶķƒǄ!ƒ ƧƛǅǏ ǘŏǁơķ Ǐ!ǫ ŧʅƒƧƥ!ƒ ǉƦǋ Ƙ5ƥǋ

Ü ŧŏǉǅƅù ʅƒ ŧǂƧùT 451 ǇJďž ŧʅƒƧƥ!ƒ ŧǉŏƵ Ƙǉǂǂķ Ü ǑďžŏƱǉķ!ƒ Ǆǁƶķ!ƒ ƘǅŏǁďžƶǕ ƥƥơďž ǘďžǅƶǂ ŧŏďžŏƱǉķ!ƒ

ŧù5ǅǀƛ!ƒ ǇǅǍ Ǒùǉǀķ!ƒ Ƨǅùǂķƅ ǕƒǍ ǑďžŏƱǉķ!ƒ Ǆǁƶķ!ƒ ǇJŏƅ ǑƅǅŋŏǫƱǅķƧǫ ƥǍŋǍ ŧʅƒƧƥ!ƒ ǋƑǅķǉ ƘƧǋǕǅ

[illegible]

[illegible] .

[illegible] (Lpek,2010) [illegible]:

Predicting organizational commitment from organizational culture in Turkish primary schools.

[illegible] 415 [illegible]

[illegible] (YAVUZ,2010) [illegible]:

The effects of teachers’ perception of organizational justice and culture on organizational commitment.

[illegible] 445 [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

5- [illegible] (**Weeks**,2008) [illegible]:

How do we decide which elements of organizations culture are worth preserving and which we should change?

[illegible]

: ǅžƐNjžÿǴ (Antia, Lin,and Pantzalis,2007) ƕƨƐþɋ -6

Cultural distance and Valuation of multinational corporaition.

ǀþþùžƙdž ƘǴǂƧùƬ!ƒ Ǐù!Ʒ ǂǒ5ǴǀƛǃƒƘǴ5ǘƙƤǗƒ ƧƛƊ Ǐ!Ʒ ƻƧžƙ!ƒ ƯƧǯƕ ǂƪƒƧþ!ƒ ǉƦǊ ƘǒƧɳƊ

ǕɯƧǴùƤ!ƒ Ǒ5 ǂžƕǴƙ!ƒ ǴnjƙǴǂƧƬ! þǍþơ!ƒ ƧƕƷ ǂƮǴƤ!ƒ Ǎ ǂǒǉdžư!ƒ ǂ5ƧždžǃƒýǀǉǑ5 ǂǒǂǒƧdžǕǃƒ ƘǴǒƪǉɳ!ƒ

. ƘǴdžƱǉdž!ƒ ǴƒþƊ Ǐ!Ʒ ƧƛƊ Ǒ5ǴǀƛǃƒƘǍǴ5ƙ! ýǊǍ

Ǵdžǂ ǂǒƪǉɳ!ƒ ǀþþžƙdž!ƒ ƘǴǂƧƬ!ƒ ǅǒǒǀƙ Ǐ!Ʒ Ǒƕ!ƪ ƧƛƊ Ǌ! Ǒ5ǴǀƛǃƒƘǍǴ5ƙ!ƒ ǈƊ ǂƪƒƧþ!ƒ ǉƦǊ ǋƑǴƙǉ ƨƧƕƊ Ǎ

ƧùƛƊ Ưǒ5Ƥƙ! ýƑǴƪǍ ƘǴǂƧƬ!ƒ Ƨǒ5Ǎƙ ǀƧǍƧưƕ ǂƪƒƧþ!ƒ ƘƮǍƊ Ǎ ǕǂǒǍǉždž!ƒ ƘǴɳǴơ!ƒ ýǀǉ ýƿƧžǒ ǋǉƊ

.ƘǴ5ǘƙƤǗƒ ǀƦǊ ǈdž ýǀǒ ǐƦ!ƒ Ǒ5ǴǀƛǃƒǊǒɳǍƙ! ǂƮǴƤ ǅdžƒƧƕ ƩǒƪƙǍ ǕǑ5ǴǀƛǃƒƘǍǴ5ƙ!ƒ

An analysis of the relationship between job : ǈƒǍǉžƕ (**Amburgey,2005**)ƕƨƐþɋ -7

satisfaction, organizational culture, and received leadership characteristics.

ƒ ǋǴùƮƤ!ƒǍ ǂùǒdžǒƱǉƙ!ƒ ǂ5ǴǀƛǃƒǍ Ǒ5ǒƱǍ!ƒ ǴưƧ!ƒ ǈǒƕ ǂƿǘž!ƒ þǒþơƙ Ǐ!ǫ ǂƪƒƧþ!ƒ ǉƦǊ Ƙ5þǊ

ǎƨùžƙ ǂùǒþǴǒl!ƒ ƒ ǋǴƮƤ!ƒǍ ǂǒdžǒƱǉƙ!ƒ ǂ5ǴǀƛǃƒǍ Ǒ5ǒƱǍ!ƒ ǴưƧ!ƒ ǈǒƕ ǂƿǘž!ƒ ǈǴǒƕƙ ýǘƤ ǈdž ǂǒþǴǒl!ƒ

ýùdžƒǍž!ƒ ǉƦùǊ ǂdžǊǴùƪdž ƢǴƕǉƙùƪǗ ǂùǒ5ǒƱǍ!ƒ ǂdžþƤ!ƒ ǀþdžǍ Ǒdžǒ!žƙ!ƒ ǎǍƙƪdž!ƒǍ ƩǉƊ!ƒ ƻǘƙƤǗ

:ǴnjdžǊƊ ǋǴƙǉ Ǐ!ǫ ǂƪƒƧþ!ƒ ƘƮ!ƤǍ ǕƘƒƧƒƧƪ!ƒ ƦǴƤƙǫǍ ǑɳǒƙƧƙƪǗƒ ƢǒƢƤƙ! Ǐ!Ʒ ƘƒƧǒƛƙ!ƒǍ

ǅžƸƧ ǂǒþǴǒl!ƒ ƒ ǋǴƮƤ!ƒǍ ǂǒdžǒƱǉƙ!ƒ ǂ5ǴǀƛǃƒǍ Ǒ5ǒƱǍ!ƒ ǴưƧ!ƒ ǈǒƕ ǂƿǘž! ǈǒƛǍơƕdž!ƒ ǂǒƌƧ ǊƕǴƬƙ-1

.ƩǉƊ!ƒǍ Ǒdžǒ!žƙ!ƒ ǎǍƙƪdž!ƒ ƻǘƙƤǫ

ǀþǴùǒl!ƒ ƒ ǋǴùƮƤ ǈùdž ƧƕǂƊ ƧǒƛƙǍ ǆơǍưǍ ƧƛǂƊ ýǂƬƕ ǂǒ!ǒǍơƙ!ƒ ǀþǴǒl!ƒ ƒ ǋǴƮƤ ƧǍnjƱ -2

.ǂǒ!þǴƕƙ!ƒ

.ǑɳǒƱǍ!ƒ ǴưƧ!ƒ ƘǗþždž ƳǴ5ƙƧǫ Ǒ5 ǂǉǒǴƕƙdž ƘǴɳƧþƕ ǂǒdžǒƱǉƙ!ƒ ǂ5ǴǀƛǃƒǅǊǴƪƙ-3

ǂǒdžǒƱǉƙ!ƒ ǂ5ǴǀƛǃƒƧǒǍƢƙ Ǒ5 ǎƧƤǕƒ ǀþǴǒl!ƒ ƢǴdžǉǈ ǈdž ƧƕǂƊ ǂɳƧþƕ ǂǒ!ǒǍơƙ!ƒ ǀþǴǒl!ƒ ƢdžǉǅǊǴƪƙ -4

.ǴƒþǕƒ ǈǒƪơƙǍ

[illegible] 18 (**Lok & Crawford ,2004**) **بعنوان:** **The Effect of Organizational Culture and Leadership Style on Job Satisfaction Commitment.**

[illegible] 317 [illegible] 219 [illegible] 118 [illegible]

[illegible]

[illegible] 19 (**Lee & Yu ,2004**) [illegible]:

Corporate Culture and Organization Performance.

[illegible] (**72** [illegible]

[illegible]

[illegible]:

[illegible]:

[illegible] (2013) [illegible] -1

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] 156 [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] (2011) [illegible] -2

[illegible]

[illegible]

[illegible] 79 [illegible] 70 [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

3- [illegible] (2010 [illegible]) [illegible]

[illegible]

[illegible] (99) [illegible]

[illegible]

4- [illegible] (2010 [illegible]) [illegible]

[illegible] (284) [illegible]

[illegible]

[illegible] (2009 [illegible]) [illegible] 16

[illegible]

[illegible]

[illegible] (2007 [illegible]) [illegible] -7

[illegible]

[illegible] (479) [illegible]

[illegible] (14) [illegible]

[illegible]

1- [illegible]

(0,05≥ α) [illegible] -2

[illegible]

ƘƒƨdžƙƋùdž Ă Ü ƨŏŏƺƙ!Ǵǉ ǇƒƥŏdžǃƑ Ŏ5 ǇŏŏĂǉƨƙ!ƒ ƖƥǴ!!ƒ ǁƒƨƬƎǉ :ǋƑǴƙǈ!ƒ ƇĂư Ŏ5 ƚƪƒƨƥ!ƒ ƘƬĂƊ ƥƥ Ă

.ăƨƤŰƒ ƘǴdžƱǈdž!ƒ Ŏ5 ǅnj!ǴĂdžƊ ǇƵ ǅǋƨŏdžƙ ƨ5ƒĂơ ǅnjƑǴƷƵƍĂ Ü ƨŏĂƷƙ!ƒ

ǉŏƚǅŽƳ ƥƐƥƍƋ njǋƚƨǅǴ ƑǊƚƼűƳ ǋ ƥĭĭƩƚǁƐ üǅƐǋƳ : ǅƐǋdžƴǴ (2004Û Ĭƚĭǉ ǋ ƔƍǅƐǋƟǁƐ) ǉƨƐƥƍ -8

. ƖdžǅƨŰƐ ǋ ƖƑƻƨǋƻǁƐ ǋ ƨƑƚǋǴǁƐ ǉƖƥƪ Ĭƺ ǉŏdžƐƍĭǅ ǉƨƐƥƍ :ƑǊƜƏƑƚdž ǋ ƥĭĭƩƚǁƐ

ǴnjƞƑǴƙǈ Ă ƨŏŏƺƙ!ƒ ƚŏǁƵǴ5 ǁƒƨƥƍ ăĂƙƪdž Ă ƨŏŏƺƙ!ƒ ýdžƒĂƵ ǇŏǉƘǴƥǚƶ!ƒ ýŏǁơƙ Ĭ!ƍ ƚƪƒƨƥ!ƒ ǉǋ ƻƥnjƙ

ƚù!Ǔƥ ƘƒǋƚùƥǚƵ ƥĂƞĂ Ĭ!ƍ ƚƪƒƨƥ!ƒ ǉǋ ƘǁƬĂƙ ÜƘǴ5ƪĂ5!ƒ Ă ƘǈdžƪŰƒ Ă ƩǴƙĂǉ!ƒ ƘǴƚƨƬ Ŏ5

Ǉŏùǉ ƚŏƑǴùƬơƍ ƚù!Ǔƥ ƘƒǋƚƥǚƵ ƥĂƞĂĂ Ü ƨŏŏƺƙ!ƒ ǋƑǴƙǈ Ă ƚŏǁƤƒƥ!ƒ ƨŏŏƺƙ!ƒ ýdžƒĂƵ ǇŏǉƚŏƑǴƬơƍ

.ƨŏŏƺƙ!ƒ ǋƑǴƙǈ Ă ƚŏƞƨǴƤ!ƒ ƨŏŏƺƙ!ƒ ýdžƒĂƵ

ƘùdžǴƥ Ŏùƙ!ƒ Ƙƒƨŏŏƺƙ!ƒ ýĂǉ!! Ǉŏŏƨƒƥŭƒ ƚƑŏnjƙǉ ƚƛĂơǉdž!ƒ ƘǴƚƨƬ!ƒ ǅĂǁƙ ǇƊ ƘǴŏƬĂƙ!ƒ ǅǋƊ Ǉdž Ă

.ƳƒƥǉŰƒ Ă ƨŏĂƷƙ!ƒ Ă ƖƊƥǴǉdž!ƒ ĬǁƵ ǅnjƶŏƞƬƙ Ă ƨŏŏƺƙ!ƒ ƷƷƤ ƴŏdžƞǉ ǅnjƚƒƨƬƍĂ Ü ǴnjƛƒƥơƙƪƎǉ

ǉƨƐƥƍ :ǅĭƚǅƑƴǁƐ njƍǁ ƥĭĭƩƚǁƐ ǉǅǋƑƫǅ ĂƚƳ ƔƍƑĭƫǁƐ ƱƑǅdžǆ ƥƙǆ :ǅƐǋdžƴǴ (2003ÛĬǁƑƪƍ) ǉƨƐƥƍ -9

. ǉŏdžƍƥŬƐ ǉŏƜƐƥƍƚƨŰƐ ƖƑǀƥƪǁƐ Ĭƺ ǉŏdžƐƍĭǅ

Ă ǇŏƨŏƥùdžƗƒ ýùǉƥ Ǉdž ƚdžƥƤƙƪdž!ƒ ƖƥǴŏ!!ƒ ƷǴdžǈƊ Ǉŏǉ ƚƥǚƶ!ƒ ĬǁƵ ƻƨƶƙ!ƒ Ĭ!ƍ ƚƪƒƨƥ!ƒ ǉǋ ƻƥnjƙ

ƚƪƒƨƥ!ƒ ǉǋ ƘǁƬĂƙ ÜǇƥƨŰƒ Ŏ5 ƚŏƞƒƨƤƙƪŰƒ ƚŏƵǴǈƬ!ƒ ƘǴƚƨƬ!ƒ Ŏ5 ƨŏŏƺƙǁ! ǇŏǁdžǴƶ!ƒ ƚdžĂǴǀdž ƥǴƶǉƊ

ǇŏƨŏƥùdžƗƒ ýùŏdžŏ ýƥùƶdž!ƒ Ʃ5ǈǉ Ă ƚƷƪĂƙdž!ƒ ƭĂ5 ƚƞƨƥǉ Ă ǇŏǁdžǴƶ!ƒ ýǉƥ Ǉdž ƨŏŏƺƙǁ! ƚdžĂǴǀdž ƥĂƞĂ!

.ŎƷƒƨǀdžŏƥ!ƒ ƖƥǴŏ!!ƒ Ʒdžǈ! ǅnjdžƒƥƤƙƪƍ Ŏ5 ǁ!ǋ Ǉdž ýƥƊ ǇǴƚ ǴdžŏƺŬ Ü ƚƷǁƪƙdž!ƒ ƖƥǴŏ!!ƒ Ʒdžǈ ǅƒƥƤƙƪŰ

7- [illegible] (2008) [illegible]: واقع إدارة التغيير لدى مديري المدارس الثانوية بمحافظات غزة من وجهة نظر [illegible].

[illegible] ([illegible] 328 [illegible] %10 [illegible].

[illegible]:

1. [illegible] 74.6 %.

2. [illegible].

[illegible].

8- [illegible] (2006 [illegible]): فعالية متطلبات التطوير التنظيمي وإدارة التغيير لدى المؤسسات غير الحكومية الفلسطينية.

[illegible] 682 [illegible] 50 [illegible].

LJö5ƱĂdž!ƒ ăþ! Ƨöǒʒk!ƒ lƧƒþ୧ DžĂnjƺdž ƟĂưĂ ăþdž LJöƅ ŁöĂp ƱǴƅkƧ୧ ŁpǘƵ þĂηĂ Łʅ ƒƧþ!ƒ ƘƧnjƱD þpĂ

lƧƒþ୧ Ǐù᷊Ƶ ƘǴùʅʅƋdž!ƒ lƧþùp LJöùƅĂ ŁödžĂŧơ!ƒ Ƨöƺ ŁöLjöƱʅ᷊ƺ!ƒ ƘǴʅʅƋdž!ƒ Ǒ5 LJö᷊džǴƶ!ƒ ǱƒƧþdž!ƒĂ

lƧþùpĂ ǑηökƒƧkùʅǗƒ ƱöƱƤk!ƒ ƔĂ᷊ʅD ƔǴƅk୧ LJöƅ ŁöþƧƱ ŁpǘƵ þĂηĂ Łʅ ƒƧþ!ƒ ƘƧnjƱD Ǵdžŧ ǕƧöǒʒk!ƒ

ýùŧönj!ƒ ŁdžƑǘdž LJD Ǵư öD Łʅ ƒƧþ!ƒ ƘƧnjƱDĂ ǕǑdžöƱLjk!ƒ ƧöĂƱk!ƒĂ Ƨöǒʒk!ƒ lƧƒþ୧ Łö᷊džƵ Ǐ᷊Ƶ Łʅʅ Ƌdž!ƒ

.ǑdžöƱLjk!ƒ ƧöĂƱk!ƒĂ Ƨöǒʒk!ƒ lƧƒþ୧ ƘǴƅ᷊Ʊkdž þơD ǑNj ǑdžöƱLjk!ƒ

þùƮƧĂ ƱùƱƤdž!ƒ Ƨùöǒʒk!ƒ ƔĂ᷊ùʅDĂ ǑηökƒƧkʅǗƒ ƱöƱƤk!ƒ ƔĂ᷊ʅD ƔǴƅkƺƅ Łʅ ƒƧþ!ƒ ƘƮĂDĂ

þöƨdž ƺöloǩ Ǒ5 ǴnjLjdž lþǴƺkʅǗƒĂ ƘǴöLjǴŧdžǗƒĂ ƒ Ƨƺ!ƒ ýǘʒkʅ୧Ă ŁöηƧǴƤ!ƒĂ Łö᷊Ƥƒþ!ƒ ŁöƑöƅ!ƒ ƘƒƧöʒk!ƒ

. Łʅʅ Ƌdž᷊! yʅĂk!ƒĂ ĂdžLj!ƒĂ ƟǴηLj!ƒ LJdž

:ƅĭǴdžШǗƐ l Ƒ ƨƐþǭ᷊Ɛ:Ƒk᷊Ƒk

:DžƐNjdžyǴ (shera,2008) ƅƨƐþǭ-1

Changing Organizational Culture to achieve excellence in research, University of Toronto.

Łùö᷊ŧ Ǖƒþùlj ŧ Ǒ5 ĂkLjƧĂk ŁƶdžǴη Ǒ5 ŁdžƱLjdž!ƒ Ł5Ǵlƛ Ƨöʒk Ǒ5 Łöƛơƅ!ƒ þĂnjη!ƒ Łʅ ƒƧþ!ƒ ljŖNj Ƙ5ƮĂ

ǕǑηökƒƧkùʅǗƒ ƱöƱƤk!ƒ ƧĂþ Ƙ5ƮĂ Ǵdžŧ ǕŁöưǴdž!ƒ ƧƮƵ ǑLjƛǗƒ ƘƒĂLjʅ!ƒ ýǘƤ ǕǑƵǴdžkηǗƒ ýdžƶ!ƒ

ŁöηökƒƧkùʅǗƒ ƘǴöƶdžη!ƒĂ ,ƧöĂƱk!ƒĂ Ł ơƅ!ƒ ƨŧƒƧdž,þƧƒĂdž!ƒ,þƒƧ5Ǖƒ :ýƛdž ᷊ơökǴƺdžĂ Ƨöǒʒk!ƒ ŁlöƧƱĂ

Džùk Ǒùk!ƒ ŁùdžǴnj!ƒ ǇƑǴkLj!ƒ LJdžĂ. Łöƛơƅ!ƒ Łö᷊dž ƶ!ƒ LJöʅơk!Ă ŁöηǴkLjǕƒ lþǴöƨ! DžþƤkʅk Ǒk!ƒĂ ŁŧƧǴƮdž!ƒ

þĂùηĂĂ ǕŁĂơƅ!ƒ lþǴöƨ Ǐ!୧ ăþD ǑƵǴdžkηǕƒ ýdžƶ!ƒ Łö᷊ŧ Ǒ5 Džk ĭŖ!ƒ yöƧʅ!ƒ Ƨöǒʒk!ƒ LJD Ǵnjö!୧ ýƮĂk!ƒ

Ǐ᷊Ƶ ŖƤƋdž!ƒĂ ýŧǴƮdž!ƒ DžNjD LJdžĂ ǕǑηƧǴƤ!ƒĂ Ǒ᷊Ƥƒþ!ƒ þöƶƮ!ƒ Ǐ᷊Ƶ lþǴö!ƒ ăþ! Łơưƒ Ă ŁkƅǴƛ ǴöƋƧ

. Ǉnjlj!ƒ ƒŖnjƅ ƘƒþǴö!ƒ Džƒƨk!୧ ŁöƧƒƧdžk ʅ୧ Ǐ!୧ ŁηǴơ!ƒ ᷊!ŖŧĂ ǕŁƺ᷊ŧk!ƒĂ ýöĂƱ!ƒ ƘpĂ!ƒ ᷊ǘnjkʅ୧ ᷊!Ŗ

[illegible]

2- (Andreeva, 2008): [illegible]

Can Organizational Change Be Planned and Controlled? Evidence From Russian Companies.

[illegible] (59) [illegible]

3- (Diefenbach, 2007): [illegible]

The Managerialistic Ideology of Organizational Change Management.

[illegible] International University [illegible] 2005-2004 [illegible]

[illegible]

[illegible]

[illegible] (**Herzig and Jimmieson, 2006**) [illegible] -4

Middle Managers' Uncertainty Management During Organizational Change.

[illegible]

[illegible] (10) [illegible]

[illegible] (40) [illegible]

[illegible]

[illegible] (Washington and Hacker, 2005) [illegible] -5

Why Change Fails: Knowledge Count.

[illegible]

[illegible] (296) [illegible]

[illegible]

[illegible]

[illegible]

6- [illegible] (**smith,2003**) [illegible]:

Changing an organizational culture correlates of success and failure.

[illegible] 210 [illegible]

[illegible]

[illegible]:

[illegible]:

1 - [illegible] (**2011**[illegible]) [illegible]:

[illegible]

[illegible]

(256)

-2 (2011

(352)

[illegible]

[illegible]

[illegible] (**2009** [illegible]) [illegible] **-3**

[illegible]

[illegible] (203) [illegible]

[illegible]

[illegible] (**2007** [illegible]) [illegible] **1**

[illegible]

[illegible]

ǕǃǄǥ ǝǋǇǡǋǕǠ ǋ ǡ ǖǅǠ ǕǃǅǠǝ ǛǝǍǃ ǕǏ ǙǝǔǗ ǖǅǝǠǖ ǎǅǍǕ ǥǗǝǝǟǥ ǔǒ ǕǏ ǝǛǅǚ ǝǛǅǚ ǎǅǍǕ ǕǏǝǏǕ ǝǛǋ

.ǎǗǟǕǟǝ ǝǛǟǝ!

.ǝǗǋǏǍǕ ǘǞ ǘǟǍǛǔǕ ǝǔ : ǖǝǠǞǡǝǚ (2004ǋ!ǖǔ) ǘǕǔǋǒǔǑ.2

ǎǗǟǕ ǝǅǗǝǛǔǕ ǖǅǗǋ ǋ ǝǛǃǔǟǋǝǘǕǚ ǝǚǝǒǗǟǕ ǉǆ! ǎǗǟǕǞ ǝǒǛǛ ǋǗǏ ǏǝǃǔǕ ǋǗ ǝǚǔǝǆǕ ǕǒǔǘǕ ǔǒǆǖ

ǝǗǟ ǎǕǋ ǋ ǋǎǗǟǕǋǕ ǝǟǙǔǗ ǔǝǍǛǝǝ ǗǚǝǚǗ ǥǝǗǗǝ ǗǝǕǝǕ ǝǚǚǝǒǗǟǕ ǔǝǍǛǝ ǕǖǛ ǗǕǛ ǝǚǔǝǆǕ ǝǗǔǗ ǔǝǗǛǎǕ

. ǝǗǔǎǕǋǕǏǝǕ ǋ ǝǗǋǝǟǕ ǎǝǔǎǝǕ ǝ ǝǝǏǞǔǝǕǔǕ ǝǚǚǝǒǗǟǕ ǎǎǔǋ ǝǚǗ

ǋǝ ǙǝǗǟǛǝ ǝǗǚǚǝǒǗǟǕ ǕǏ ǕǏǝǒǛǕ ǎǗǟǕǝ ǋǎǗ ǥǝǗǗǝ ǋ ǝǞǝǞǟǡǕ ǔǎǋǎǟǗǝ ǝǚǔǝǆǕ ǔǗǋǕ ǆǆ ǋ

ǋǕ ǝǗǟǝǗǝǕ ǋǕ ǝǗǔǋǕǋǕǝǝǕ ǋǕ ǝǗǟǗǝǕǝǝ ǕǝǝǝǕ ǝǗǔǃǔǟǋǝǘǕ ǝǚǚǝǒǗǟǕ ǕǏ ǎǗǟǕǝǕ ǗǗǚǚ ǕǏ ǝǝǝǝ ǝǗǟǔǕǕ

ǝǗǝǒǛǛǕ ǎǗ ǔǝǝǝǕ ǔǗǝǝǝǕ ǝǚǚǝǒǗǟǝ ǝǗǟǗǕǝǝǕ ǝǒǛǛǕ ǕǏ ǎǝǝǕ ǝ ǝǝǕǋ ǋǎǗǟǕǝǕ ǙǝǕǋǔ ǕǗǟ ǝǎǗǟ

ǝǗǝǝǗǝǕ ǟǗǝǝǕ ǥǗǆǗǝǝ ǝǗǕǋǝǝǟ ǋ ǝǗǟǗǝǕǝǝ ǎǝǟǝ ǋ ǔǋǟǝ ǋ ǔǝǗǋǝǚǋ ǟǗǆǋ ǔǝǆǝǝ ǕǗǟ ǝǗǝǝǔǗǖǕ

. ǝǚǚǝǒǗǟǕ ǕǏ ǝǝǝǋǟǕ

: ǘǞǝǟǝǝ ǘǝǔǋǆǝǞǝ : ǝǝǝǞǝ

: ǖǝǠǞǡǝǚ (**Jones, and Jemison and Griffith,2005**) ǘǕǔǋǒǔǑ-1

The Impact Of organizational culture and Reshaping capabilities on change implementation success.

ǝǗǝǝǝǝ ǕǃǅǠǝǗǝǕ ǆǝǝǝǗǚǝ ǋǗǏ ǝǗǟǗǝǕǝǝǕ ǝǒǛǛǕ ǎǝǕ ǋǗǏ ǏǝǃǔǕ ǋǗ ǝǚǔǝǆǕ ǕǒǔǘǕ ǔǒǆǖ

ǙǗǔǋǝ ǝǝ ǆǆ ǋ ǋǆǗǆǔǕ ǙǚǝǃǕ ǝǝǟǝ ǝǗǝǝǝǝ ǝǕǝ ǋ ǝǕǝǝǝǝ ǕǗǋǝǃ ǙǝǝǗ ǕǏ ǝǃǝǔǝǚ ǋ ǎǗǟǕǝǕ

ǔǗǝǝǝ ǝǒǛǛǝ ǕǋǝǝǗǝ ǕǗǝǕ ǕǃǅǠǝǝǕ ǕǗ ǝǅǗǝǛǔǕ ǔǝǝǕ ǕǗǟ ǋ ǋ ǥǝǗǟ 527 ǝǝǝǗǕǆǝ ǝǗǝǟ ǋǗǏ ǝǝǝǝǚǝǖǕ

ǕǃǝǗǝǝǝ ǋ ǝǝǝǝǝǝ ǋ ǝǝǝǝǕ ǥǝǝǗǝǚǝ ǝǃǔ ǕǗǟ ǝǗǝǏ ǎǗǗǋǝǚǗ ǕǋǆǝǗ ǝǗǋǕǕ ǝǗǝǝǚǝǖǕ ǎǝǆǖǝǕ ǋǗǏ

.ǎǗǟǕǝǕ ǝǋǕǕ ǝǝǆǕǕǝǚǝ

ĸǁƑƙǁǫ üƬƧǁǫ

ƑNJŧƪƺƑǛƊǅNj ƕƨƐƥǫǁǫ ƚƑǛƑĭƓ üĭŧƟŧNj ƒ ƥƳ

ƓnjƙǁƑùƪƊ CĂùư Õù5 ƓnjƙùƬƿƓǉǆĂ ŧùǒǉƒƥǒǆ!ƒ ŧƪƒƧƥ!ƒ ĸƓǉƓǒƕ ýǒǁơƙ! ǁưƧƵ ýƬƺ!ƒ ƒƦNj ǇǆưƙǑ

ÜŧùǒƺǒƱĂ!ƒĂ ŧǒƺƒƧƷǆǒƥ!ƒ ŧƪƒƧƥ!ƒ ŧǉǒƵ ƒ ƑƓƬƤ! ǑǁǒǁơƘ ƻƬĂ ǅǒƥƖƙ ýǔƤ ǇǆǆǁƦĂ ÜƓnjƙƓǒưƧƺĂ

.ƓnjƞƑƓƙǉ ŧƬƿƓǉǆĂ ŧƪƒƧƥ!ƒ ĸƓǒưƧƺ ƧƓƕƙƤǗ ǙǆƓƬĂ ǁƶƪĂǆ ǁǒǁǒơƙ ǁưƧƵ ƓnjǒǁǑ

:ƕƨƐƥǫǁǫ ƕǆĭƳ ƫ ǝƑƬǪ ƹ ƬNj

ĸƓǒĂƙùƪǆ!ƒ ǇùǆƤùƕƧƹ ŧùƱƺƓơǆ Õ5 ŧǒǆĂŧơ!ƒ ƧƒƒĂƥ!ƒ Õ5 ǇǑǁǆƓƶ!ƒ ǇǆǆŧƪƒƧƥ!ƒ ŧǉǒƵ ĸǉĂŧƙ

(5) ǅùƿƧ ýĂƥùƞ!ƒ ǇǒùƕǒĂ Ü(ƻùƱĂǆ ÜŧƕƶùƬ ƩǒƑƧ ÜǅƪƿƩǒƑƧ ÜƧǒƥǆ ƥƵƓƪǆ ÜƧǒƥǆ) ŧǒƺǒƱĂ!ƒ

:ÕǁǒƓǆŧ ŧƪƒƧƥ!ƒ ŧǉǒƵ ƥƒƧƺǕ ŧǒƺǒƱĂ!ƒĂ ŧǒƬƤƬ!ƒ ƒ ƑƓƬƤǁ! ŧǒĂƑǆ!ƒ ƔƪǉǁƒĂ ĸƒƧƒƧŧƙ!ƒ

(5) üNjǫǁ

486=ǅ ƕƨƐƥǫǁǫ ƚƐƥĭƩŧǅ ƒƨƟ ƕĭNjǝǅǁǫ ƒƨǆǁǫNj ƚƐƥƐƥǀŧǁǫ

ƕĭNjǝǅǁǫ ƕƓƨǆǁǫ	ƥƐƥǀŧǁǫ	ƚƑǝƧǁǫ	ƥĭƩŧǅǁǫ
%59.5	289	ƧŧƦ	ƩǉƞƸ!ƒ
%40.5	197	ĬǻƸƒ	
%1.4	7	ýƿƺ ŧǉƪ 25	Ƨǆƶ!ƒ
%24.3	118	ŧǉƪ 35 Ĭ!ƒ ŧǉƪ 26	
%41.4	201	ŧǉƪ 45 Ĭ!ƒ ŧǉƪ36	
%32.9	160	Ƨƛŧƺ ŧǉƪ 46	
%14.6	71	ýƿƺ ŧǆƓƵ ŧǒĂǉƓƛ	Õǆǁƶ!ƒ ýNjƣǆ!ƒ
%30.7	149	Ɠǆ ĂƊ ƴǆƙƞǆ ŧǒǁŧ /ǅĂǁƕƥ ƓnjƸƥƓƶǒ	
%37.0	180	ƩĂǒƧĂƸƓŧƕ	
%17.7	86	ƧǒƙƪƞƓǆ ƓǒǁƵ ĸƓƪƒƧƥ Ƨƛŧƺ	
%6.8	33	ýƿƺ ĸƒĂǉƪ5	ŧǆƥƤ!ƒ ĸƒĂǉƪ
%23.7	115	ĸƒĂǉƪ 10 Ĭ!ƒ 6	
%22.2	108	ŧǉƪ 15 Ĭ!ƒ 11	
%47.3	230	Ƨƛŧƺ ŧǉƪ16	
%4.1	20	Ƨǒƥǆ ƥƵƓƪǆ /Ƨǒƥǆ	ÕƺǒƱĂ!ƒ ăĂƙƪǆ!ƒ
%17.5	85	ǅƪƿ ƩǒƑƧ	
%3.9	19	ŧƕƶƬ ƩǒƑƧ	
%74.5	362	ƻƱĂǆ	
%100.0	486	ƳĂǆƞǆ!ƒ	

ŀöĂƑdž ŀǁǐǇǁĂ ǁ5ƲĂdž (289) Ƹǁǁ ƧĂŧŖ!ƒ ββƵ ǇƊ ƩǇƞ!ƒ Ƨöʒkdž! ŀǁǐǇ!Ǵǁ (5) DžpƧ ýĂβƞ!ƒ ǇDž Ʊơǚö

ŀùöĂƑdž ŀǁùǐǇǁĂ ŀ5ƲĂdž (179) ŀǴǇǗƒ ββƵ Ƹǁǁ ǇöơǑ5 ÜŀǐƒƧβ!ƒ ŀǇöƵ βƒƧ5Ɗ ǇDž (%59.5) ƘʒǁǁŀǁùǐǇ!Ǵǁ ƧĂŧŖ!ƒ ǇDž Ǉö5ƲĂdž!ƒ ββƵ ƳǴ5kƧǫ Ĭ!ǫ ƧöƬö Ǵdždž ÜŀǐƒƧβ!ƒ ŀǇöƵ βƒƧ5Ɗ ǇDž (% 40.5) Ƙʒǁǁ

ββùƶkĂ ýùƞƧǁ! ýùdžƶ!ƒ ƘǗǴƞdž ββƶk Ĭ!ǫ ǁ!Ɽ Ǒ5 Ɣǁǐ!ƒ βĂƶö βpĂ ÜƘǴ5ƲĂdž!ƒ ǇDž ŀǴǇǗƒ ββƵ Ĭ!ǫ

.ŀǇöƶdž ŀö5öƲĂ ƘǴöĂkǐdžĂ ǉββơdž ƘǗǴƞdž Ǒ5 ǉβöǀdž ǉƊƧdž!ƒ ýƒƨkǗ ǴdžǇöǁ Üŀö5öƲĂ!ƒ ƘǴöĂkǐdž!ƒ

ŀǇùǐ (25) Ƨdžƶ!ƒ ǇDž Ǉöʒ!Ǵǁ!ƒ ƘǴ5ƲĂdž!ƒĂ Ǉö5ƲĂdž!ƒ ββƵ ǇƊ Ʊơǚö5 ÜƧdžƶ!ƒ Ƨöʒkdž! ŀǁǐǇ!Ǵǁ ǴdžƊ

Ǉö5ƲĂùdž!ƒ ββùƵ Ƹùǁǁ Ǵdžŧ ÜŀǐƒƧβ!ƒ ŀǇöƵ βƒƧ5Ɗ ǇDž (%1.4) ŀöĂƑdž ŀǁǐǇǁĂ ÜβƒƧ5Ɗ (7) Ƹǁǁ βp ýpƋ5

Ǉùdž (%24.3) ŀùöĂƑdž ŀǁùǐǇǁĂ ǂβƧ5 (118) (ŀǇǐ 35 -26) ǇöǁǴdž Ƨdžƶ!ƒ ǇDž Ǉöʒ!Ǵǁ!ƒ ƘǴ5ƲĂdž!ƒĂ

(ŀǇùǐ 45-36) Ǉöùǁ DžNjƧǴdžƵƊ ƟĂƒƧkk ǇöŖ!ƒ ƘǴ5ƲĂdž!ƒĂ Ǉö5ƲĂdž!ƒ ββƵ ƸǁǁĂ ÜŀǐƒƧβ!ƒ ŀǇöƵ βƒƧ5Ɗ

ƘǴù5ƲĂdž!ƒĂ Ǉö5ƲĂùdž!ƒ ββùƵ Ƹùǁǁ Ǵùdžŧ ÜŀǐƒƧβ!ƒ ŀǇöƵ βƒƧ5Ɗ ǇDž (%41.4) ŀǁǐǇǁĂ ǂβƧ5 (201)

.ŀǐƒƧβ!ƒ ŀǇöƵ βƒƧ5Ɗ ǇDž (%32.9) ŀǁǐǇǁĂ ǂβƧ5 (160) Ƨƛŧƌ5 ŀǇǐ (46) Ƨdžƶ!ƒ ǇDž Ǉöʒ!Ǵǁ!ƒĂ

Ĭùǁ̌Ƶ ǇöǁùƬǴơ!ƒ ƘǴù5ƲĂdž!ƒĂ Ǉö5ƲĂdž!ƒ ββƵ ǇƊ Ʊơǚö Ǒdžǁƶ!ƒ ýNjƋdž!ƒ Ƨöʒkdž! ŀǁǐǇ!Ǵǁ ǴdžƊ

Ǵùdžŧ ÜŀùǐƒƧβ!ƒ ŀǇöƵ βƒƧ5Ɗ ǇDž (%14.6) ŀöĂƑdž ŀǁǐǇǁĂ ǂβƧ5 (71) Ƹǁǁ βp ýpƋ5 ŀdžǴƵ ŀöĂǇǴƛ ǉβǴNjƬ

Ǵùdž ĂƊ ƴùdžkƞdž ŀùöǁŧ /DžĂǁǁβ ŀƞƧβ ĬǁƵ ƘǚƬǴơ!ƒĂ ǇöǁƬǴơ!ƒ ƘǴ5ƲĂdž!ƒĂ Ǉö5ƲĂdž!ƒ ββƵ ýƬĂ

Ǉö5ƲĂdž!ƒ ββƵ Ƹǁǁ ǴdžǇöǁ ÜŀǐƒƧβ!ƒ ŀǇöƵ βƒƧ5Ɗ ǇDž (%30.7) Ƙʒǁǁ ŀöĂƑdž ŀǁǐǇǁĂ ǂβƧ5 (149) ǴNj!βǴƶö

Ƙùʒǁǁ ŀùöĂƑdž ŀǁùǐǇǁĂ ǂβƧù5 (180) ƩĂöƧĂ!Ǵŧǁ ŀƞƧβ ĬǁƵ ƘǚƬǴơ!ƒĂ ǇöǁƬǴơ!ƒ ƘǴ5ƲĂdž!ƒĂ

ÜƧökùǐƞǴdž) Ǵùöǁƶ!ƒ ƘǴǐƒƧβ!ƒ ŀǁdžơ ǇDž Ǉö5ƲĂdž!ƒ ββƵ Ƹǁǁ Ǵdžŧ ÜŀǐƒƧβ!ƒ ŀǇöƵ βƒƧ5Ɗ ǇDž (%37.0)

ƘǇǴŧ ƔǐǇ!ƒ ĬǁƵƊ ǇƎ5 ǁ!ⱤǁĂ ÜŀǐƒƧβ!ƒ ŀǇöƵ βƒƧ5Ɗ ǇDž (%17.7) ŀöĂƑdž ŀǁǐǇǁĂ ǂβƧ5 (86) (ǉƒƧĂkŧβ

Ǉö5ƲĂùdž!ƒ ĬùǁƵ ǇöǁùƬǴơ!ƒ Ǉö5ƲĂùdž!ƒ ǴNjöǁö ƩĂöƧĂ!Ǵŧǁ!ƒ ŀƞƧβ ĬǁƵ ǇöǁƬǴơ!ƒ ǇöƛĂơǁdž!ƒ ǇDž

Ǉö5ƲĂùdž!ƒ Ǉùdž Ǵöǁƶ!ƒ ƘǴǐƒƧβ!ƒ ƘƒβǴNjƬ ĬǁƵ ǇöǁƬǴơ!ƒ ŀǁǐǇ ǴNjkǁk Džƛ ÜDžĂǁǁβ ŀƞƧβ ĬǁƵ ǇöǁƬǴơ!ƒ

[illegible]

[illegible]

[illegible]

[illegible].

[illegible]

[illegible] (%6.8) [illegible] (33) ([illegible] 5) [illegible]

[illegible] (115) ([illegible] 10-6) [illegible]

[illegible] (%23.7) [illegible]

[illegible] (%22.2) [illegible] (108) [illegible] (15-11) [illegible]

(230) [illegible] ([illegible] 16) [illegible]

[illegible] (%47.3) [illegible]

[illegible] 16) [illegible]

[illegible].

[illegible]

[illegible] (%4.1) [illegible] (20) [illegible]

(85) [illegible]

[illegible] (19) [illegible] (%17.5) [illegible]

[illegible] (%3.9) [illegible]

[illegible] (%74.5) [illegible] (362) [illegible]

[illegible]

þƵǤ˥ǆĂ ƨŏþǆ ăĂƙ˥ǆ Ǉǆ Ǥŏǁƶ!ƒ ƘǤƑ5!ƒ Ǉǆ ǇŏƽƱĂǆ!ƒ þþƵ ǤnjǁþĐĂ ƗƕƶT ΣŏƑƨ ăĂƙ˥ǆ ǅĂ ǅ˥þ ΣŏƑƨ

ƻƑǤùƱĂ Ŏù5 ǇŏƽƱĂùǆ!ƒ þþƵ þƒþƨŏ ƚŏơ ŎǆŏƱǉƙ!ƒ ýƚŏnjǁ! ƗŏǆƨnjƑ!ƒ ƗƶŏƕƱ!ƒ yǆ ǅƞ˥ǉŏ ƒƦNjĂ ÜƨŏþǆƑ

.Ǥŏǁƶ!ƒ ƘǤŏĂƙ˥ǆ!ƒ Ŏ5 ýǀŏĂ ǀþǤƵ Ǥŏǉþ!ƒ ƘǤŏĂƙ˥ǆ!ƒ

(6) üNjǫǁ

486=ǅ ƛǅǫǁƐ ǫyǤ ƕƻĭƣNjǁƐNj þǅyǁƐ ăþĭƸƗǅ ƒƨƟ ƕƨƐþǫǁƐ ƕǆĭƳ ǫƐþƺƈ ƱĭƦNjƗ

ƕĭNjǝǅǁƐ ƕǤƨǆǁƐ	þƐþǀƗǁƐ	ǀƑǝƻǁƐ	
%25.7	125	Ɨǉ˥ 35 Ǉǆ ýþƒ	ƨǆƶ!ƒ
%41.4	201	Ɨǉ˥ 45 Ĭ!ƒ36 Ǉǆ	
%32.9	160	Ɨǉ˥ 45 Ǉǆ ƨƛƚƒ	
%25.5	124	ĭƨƒþǫ	ŎƽŏƱĂ!ƒ ăĂƙ˥ǆ!ƒ
%74.5	362	ƻƱĂǆ	
%100.0	486	ƳĂǆƞǆ!ƒ	

ăƨùƤǕƒ ƗùŏƨǆƶƑ!ƒ ƘǤùƑ5!Ǥƕ ƗǉƨǤǀǆ (ýþǆ5 Ɨǉ˥ 25) ƨǆƶ!ƒ ƨŏƺƙǆ Ŏ5 ǇŏƽƱĂǆ!ƒ þþƵ Ɨǁ! ƭƨƱǉĂ

.ƗŏƨǆƶƑ!ƒ ƘǤƑ5!ƒ ŎþǤƕ yǆ ƗƑ5!ƒ ǉƦNj Ɲǆþ ǅƙ þǀ5 ÜýŏǁơƘ!ƒ ƯƒƨƺǕĂ

þùǀ5 Ü ýŏǁơƘ!ƒ ƯƒƨƺǕĂ Ü Ǥŏǁƶ!ƒ ƗŏƨƒþǕƒ ƘǤŏĂƙ˥ǆ!ƒ Ŏ5 ǇŏƽƱĂǆ!ƒ þþƵ Ɨǁþ Ƴƕ˥ƕ Ă ƨǆǕƒ ǁ!ƦƗ Ă

.ǇŏŏþǤƵ ǇŏƽƱĂǆĂ ǇŏŏƨƒþǫĬ!ǫ ƗƽŏƱĂ!ƒ ƘǤƑ5 ǅŏ˥ǀƙ ǅƙ

: ƕƨƐþǫǁƐ ƕƚǝƨƈ ĂƚƳ ƕǤƑǁǕƐ

ƕƣƺƑƟǅ Ĭƺ ƕĭǅNjǀƟǁƐ þǝƐNjǫǁƐ Ĭƺ ƳǫǝƑƨǁƐ ƕĭǅĭƣǆƗǁƐ ƕƺƑƼƙǁƐ ƕƨþƑǅǅ njNjƗƨǅ Ƒǅ :üNjǕƐ üƐDƨǁƐ

ÝƑNJĭƺ ǅĭƚǅƑyǁƐ þƣǆ ƕNJǁǁNj ǅǅǅ ǫǤþǝ

ăĂƙù˥ǆ! ƗŏƨǤŏƶǆ!ƒ Ƙ5ƒƨơǉǗƒĂ ƗŏƕǤ˥ơ!ƒ ƘǤƱ˥Ăƙǆ!ƒ ǁƒƨƤƙ˥ǫ ǅƙ ýƒǝ˥!ƒ ƒƦNj ǇƵ ƗƕǤƞǘ!

Ǉŏǁǆ ǤùƶƑ!ƒ ƨùƱǉ ƗnjƞĂ Ǉǆ þƕƨǫ ƗƱ5Ǥơǆ Ŏ5 ƗŏǆĂƚơ!ƒ ƨƒƒĂþ!ƒ Ŏ5 ǀþƑǤ˥!ƒ ƗŏǆŏƱǉƙ!ƒ Ɨ5Ǥǀƛ!ƒ Ɨ˥ƨǤǆǆ

. ǁ!Ʀ ƠƣĂŏ ǉǤǉþǅ ýĂþƞ!ƒĂ ÜǤnjŏ5

(7) üNjqƜ

Ĭƺ ƔqƏƑƨƚƐ ƕĭƊŽĭưǆǂƚƐ ƕƺƑƪƙƚƐ ƕƨþƑƊŽƊŽ njNjǂƨƊŽƚ ƕĭþƑĭyƊŽƚƐ ƖƑƺƐþƟǆǕƐNj ƕĭǴƑƨƟƚƐ ƖƑƯƨNjǂƊŽƚƐ

ƖƑƯƨNjǂƊŽƚƐ ƒƨƟ ƑĭƚƦƑǆǂ ƕǴǂþƊŽ ƑNJĭƺ ƊŽĭǂƊŽƑyƚƐ þưǆ ƕNJƜNj ƊŽƊŽ ƣǴþƋ ƕưƺƑƟƊŽ Ĭƺ ƕĭƊŽNjƖƟƚƐ þƏƐNjqƚƐ

486=ƊŽ ƕĭǴƑƨƟƚƐ

ƕƜþqƚƐ	ƩƐþƟǆǕƐ ăþƑĭyƊŽƚƐ	ƯƨNjǂƊŽƚƐ ĬǴƑƨƟƚƐ	ƣƑyǴǗƐ	!ƽþƚƐ	ƕǴǂþƚƐ
ǂƶƽƙƧƊž	.71	3.93	ǂőƊžőƱǉƙ!ƒ ƘƒþƖƙƶƊž!ƒ	2	1
ǂƱƪĂƙƊž	.79	3.36	ǂőƊžőƱǉƙ!ƒ ƊžőƖ!ƒ	1	2
ǂƱƪĂƙƊž	.85	2.88	ǂőƊžőƱǉƙ!ƒ ƘǴƶpĂƙ!ƒ	4	3
ǂƱƪĂƙƊž	.85	2.86	(Ʃ őőǴƖƊž!ƒĂ ƧőőǴƶƊž!ƒ) ǂőƊžőƱǉƙ!ƒ ƻƒƧƵǕƒ	3	4
ǂƱƪĂƙƊž		3.27	ýǂǂ ǂőƊžőƱǉƙ!ƒ ǂƼǴƖƛ!ƒ		

ŎƕǴùƪơ Ʊùƪ ĂƙƊžƕ Ă ǴƱƪĂƙƊž ǂőƊžőƱǉƙ!ƒ ǂƼǴƖƛ!ƒ ǂƪƧǴƊžƊž! ƊžǴƶ!ƒ ăĂƙƪƊž!ƒ ǇƊ (7) ýĂþƞ!ƒ Ǉőƕŏ ǴǴƞ ǂőơ Ü(3.93-2.86) ǇőƕǴƊž ƘơĂƒƧƙ þp ǂőƕǴƪơ!ƒ ƘǴƱƪĂƙƊž!ƒ ǇƊ ýĂþƞ!ƒ ƠưĂő Ă (3.27) ǂùƕƙƧƊž!ƒ Ŏù5 ljǚƙ Ü(3.93) ƩƚƕŎƕǴƪơ Ʊƪ ĂƙƊž ĬƚƵƕ Ĭ!ĂǕƒ ǂƕƙƧƊž!ƒ Ŏ5 ǂőƊžőƱǉƙ!ƒ ƘƒþƖƙƶƊž!ƒ þƶƕ ƘǴùƶpĂƙ!ƒ þùƶƕ ǂùƛ!Ǵƛ!ƒ ǂùƕƙƧƊž!ƒ Ŏ5 ljǚƙ Ü(3.36) ƩƚƕŎƕǴƪơ Ʊƪ ĂƙƊžƕ ǂőƊžőƱǉƙ!ƒ ƊžőƖ!ƒ þƶƕ ǂőǉǴƛ!ƒ Ŏ5 (Ʃ őőǴƖƊž!ƒĂ ƧőőǴƶƊž!ƒ) ǂőƊžőƱǉƙ!ƒ ƻƒƧƵǕƒ þƶƕ ǴǴƞ ǴƊžǉőƕ Ü(2.88) ƩƚƕŎƕǴƪơ Ʊƪ ĂƙƊžƕ ǂőƊžőƱǉƙ!ƒ ĭƧǴőƶƊž!ƒ ƻƒƧơǉǕƒ ǇƊ ƪƕǴƪ!ƒ ýĂþƞ!ƒ ǇƊž ƧnjƱőĂ Ü (2.86) ƩƚƕŎƕǴƪơ Ʊƪ ĂƙƊžƕĂ ƖƧőƤǕƒ ǂƕƙƧƊž!ƒ .ǂƪƒƧþ!ƒ ǂǉőƵ þƒƧ5ƒ ƘǴƕǴƞƼ ƔƧǴƖƙ ĬƚƵ ýþő ǴƊžƊž (.71-.85) ǇőƕǴƊž ƟĂƒƧƙ

ĬùƚƵ ǂùƪƒƧþ!ƒ ǂùǉőƵ þƒƧ5Ɗ ƘƒƧőþƖƙ! ǂőƧǴőƶƊž!ƒ ƘǴ5ƒƧơǉǕƒĂ ǂőƕǴƪơ!ƒ ƘǴƱƪĂƙƊž!ƒ ƔǴƪơ Ɗƙ þpĂ :Ŏ!Ǵƙ!ƒ Ăơǉ!ƒ ĬƚƵ Ƙǉǂ ǂőơ Üăþơ ĬƚƵ þƶƕ ýǂ ƘƒƧƖ5

.1 ƕĭƊŽĭưǆǂƚƐ !ĭƽƚƐ

Ŏù5 ƘǴǴùƞ Ă ǂƱƪĂƙƊž ǂƞƧþƕ Ă (3.36) ýǂǂ ǂőƊžőƱǉƙ!ƒ ƊžőƖ!ƒ þƶƕ! ŎƕǴƪơ!ƒ Ʊƪ ĂƙƊž!ƒ Ʃƚƕ .ǂőƊžőƱǉƙ!ƒ ǂƼǴƖƛ!ƒ þǴƶƕƊ ǇőƕǂőǉǴƛ!ƒ ǂƕƙƧƊž!ƒ

(8) [illegible]

[illegible]

486= [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	1.01	3.61	[illegible]	4	1
[illegible]	.95	3.47	[illegible]	5	2
[illegible]	1.18	3.46	[illegible]	8	3
[illegible]	1.05	3.45	[illegible]	6	4
[illegible]	1.09	3.43	[illegible]	3	5
[illegible]	1.11	3.31	[illegible]	7	6
[illegible]	1.13	3.22	[illegible]	1	7
[illegible]	1.08	2.90	[illegible]	2	8
[illegible]		3.36	[illegible]		

[illegible] (3.61 - 2.90) [illegible] (8) [illegible] (4) [illegible] (3.61) [illegible] (2) [illegible] (2.90) [illegible]

[illegible] (5) [illegible] (8) [illegible] (3.47) [illegible] (8) [illegible]

LJD ǏùǃƵ ƚƱùʅĂkdž ƚùɳƧþƅ LJĂùǀ5fĂŏ ƚǉöz!f þfƧ5D LJD (3.46) ŎƅǴʅơ ƱʅĂkdžƅ Ă ƚ!ǴʎĂ!f ƔŏkƧk!f

ǀƧùǀ5!f LJŏƅk Ǵdžǂ Ü þdžkƶdž!f ǐƧfþŰf ǄǴƱǉ!f Ɣʅơ ƚŏdžʅƧ!f ýdžz!f þŏƵfĂdžƅ ǄƨkǃŏǀƧFfþ!f Ŏ5 ƻƱĂdž!f

LJD ǏùǃƵ ƚƱùʅĂkdž ƚɳƧþƅ Ă LJĂǀ5fĂŏ ƚǉöz!f þfƧ5D LJD yǃfƧ!f ƔŏkƧk!f ǏǃƵ ƘǃƬơ Ŏk!f Ă (6) ǄpƧ

Ü ƚŏ!Ăƌʅdž!f ýdžơk ǏǃƵ ǀƧþǀ!f ǋŏþ! Ƨ5fĂkk ƚŏơ ƻfƧƬ̢ LJĂþ ƘǴƅɳfĂ!f Ă ǄǴnjdž!f ƇfþƌƅǄĂǀŏ ƻƱĂdž!f

þfƧù5D LJD (3.43) ŎƅǴʅơ ƱʅĂkdžƅ Ă ƩdžǴƤ!f ƔŏkƧk!f ǏǃƵ ƘǃƬơ Ŏk!f Ă (3) ǄpƧ ǀƧǀ5!f LJŏƅk Ă

ýdžz!f ƚơǃƬdž ýɳD LJdž ƧƱǴƤdž!f Ă ƱĂʒư!f ýƅǀkŏ ƻƱĂdž!f LJD ǏǃƵ ƚƱʅĂkdž ƚɳƧþƅ LJĂǀ5fĂŏ ƚǉöz!f

LJD ǏùǃƵ (3.31) ŎƅǴùʅơ ƱʅĂkdžƅ Ă Ʃ þǴʅ!f ƔŏkƧk!Ǵƅ ƘǴǴɳ Ŏk!f Ă (7) ǄpƧ ǀƧǀ5!f LJŏƅk Ǵdžǂ Ü

ƘǴùƅɳfĂ!fĂ ǄǴnjdž!f ƨǴɳǉŰ ƘpĂ!f ýdžǴzƅ Ǆknjŏ ƻƱĂdž!f LJD ǏǃƵ ƚƱʅĂkdž ƚɳƧþƅ LJĂǀ5fĂŏ ƚǉöz!f þfƧ5D

Ʊùʅ Ăkdžƅ Ă yǃǴʅ!f ƔŏkƧk!f ǏǃƵ ƘǃƬơ Ŏk!fĂ (1) ǄpƧ ǀƧǀ5!f LJŏƅk Ǵdžǂ Ü ǀþþơdž!f ƚŏǉdžƨ!f ǀƧk5!f Ŏ5

ƧƬǉz!f Ǐ!̢ ƧƱǉk ǀƧfþŰf LJD ǏǃƵ ƚƱʅĂkdž ƚɳƧþƅ Ă LJĂǀ5fĂŏ ƚǉöz!f þfƧ5D LJD ǏǃƵ (3.22) ŎƅǴʅơ

.ƚʅʅƌdž!f ĂD ǀƧFfþ!f Ŏ5 ƚơǴkdž!f þƧfĂdž!f ǄǋD LJdž ǋǉƌƅ ǐƧƬƅ!f

LJD (5) ǀƧùǀ5!f LJdž ƧnjƱŏ ƚŏơ (1.18-.95) LJŏƅ Ǵdž þzƅ!f fƦnj! ƚŏƧǴözdž!f ƘǴ5fƧơǉŰf ƘơĂfƧk Ǵdžǂ

ǁǴùǉǋ LJD ƧùnjƱƘ5 (8Ü7Ü6Ü1Ü2Ü3Ü4) ƘfƧǀ5!f ǴdžD .ƚʅfƧþ!f ƚǉöƵ þfƧ5D ƘǴƅǴɳ̢ Ŏ5 ƔƧǴǀk ǁǴǉǋ

.ƚʅfƧþ!f ƚǉöƵ þfƧ5D ƇfƧƇ Ŏ5 þƵǴƅk

.2 ƅǐǄǏưdžƚǁƐ ǀƐɋʂƚyǄǁƐ

Ŏ5 ƘǴǴɳĂ Ü ƚz5kƧdž ƚɳƧþƅ Ă (3.93) ýǂǂ ƚŏdžŏƱǉk!f Ƙfþǀkƶdž!f þzƅ! ŎƅǴʅơ!f ƱʅĂkdž!f ƸǃƅƱ

.ƚŏdžŏƱǉk!f ƚ5Ǵǀʎ!f þǴzƅD LJŏƅ Ǐ!ĂŰf ƚƅkƧdž!f

(9) [illegible]

[illegible]

486= [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	.78	4.50	[illegible]	12	1
[illegible]	.94	4.11	[illegible]	13	2
[illegible]	1.03	4.01	[illegible]	11	3
[illegible]	1.17	3.73	[illegible]	10	4
[illegible]	1.20	3.28	[illegible]	9	5
[illegible]		3.93	[illegible]		

[illegible] (4.50 -3.28) [illegible] (9) [illegible] (12) [illegible] (4.50) [illegible] (9) [illegible] (3.28).

[illegible] (9) [illegible] (13) [illegible] (4.11) [illegible] (11) [illegible] (4.01) [illegible] (10) [illegible]

Ǐ ư Ƨ!ƒ LJD ǏǁƵ ŀƶƽƙƧdž ŀƞƧƥƅ Ă LJĂl5ƒĂŏ ŀǉŏƶ!ƒ ƥƒƧ5D LJD (3.73) ǑƅǴƪơ ƱƪĂkdžƅ Ă ŀƶƅƒƧ!ƒ ŀƅƙƧ!ƒ

.ŀƅĂǁƱdž!ƒ lǴǴ5ƚ!ƒ Ă lƥĂƞ!Ǵƅ ƘǴƅƞƒĂ!ƒ Ă DžǴnjdž!ƒ ƨǴƞǉƺ Ŏ5 DžNjǴƪŏ ƻƱĂdž!ƒ ăƥ! Ŏ5ŏƱĂ!ƒ

LJǴƙƧl5!ƒ LJdž ƧnjƱŏ ŀŏơ (1.20-.78) LJŏƅ Ǵdž ƥƶƅ!ƒ ƒɌnj! ŀŏƧǴŏƶdž!ƒ ƘǴ5ƒƧơǉǗƒ ƘơĂƒƧƙ Ǵdžƚ

LJD ƧùnjƱƙ5 (9 Ü10 Ü11) ƘƒƧùl5!ƒ ǴdžD .ŀƪƒƧƥ!ƒ ŀǉŏƵ ƥƒƧ5D ƘǴƅǴƞǫ Ŏ5 ƔƧǴlƙ ǁǴǉNj LJD (12,13)

.ŀƪƒƧƥ!ƒ ŀǉŏƵ ƥƒƧ5D ƇƒƧƈ Ŏ5 ƥƵǴƅƙ ǁǴǉNj

(Ƨ ĭĭƑƫDžǁƐ Nj ƥĭĭƑyDžǁƐ)ƅĭDžĭưǆŀǁƐ ƹ ƐƥYǙƐ .3

ŀùƞƧƥƅ Ă (2.86) ýùƚƚ Ʃ ŏŏǴùldž!ƒĂ ƧŏŏǴƶdž!ƒ ŀŏdžŏƱǉƙ!ƒ ƻƒƧƵǕƒ ƥƶƅ! ǑƅǴƪơ!ƒ ƱƪĂkdž!ƒ ƹǁƅ

.ŀŏdžŏƱǉƙ!ƒ ŀ5Ǵlƛ!ƒ ƥǴƶƅD LJŏƅ ŀƶƅƒƧ!ƒ ŀƅƙƧdž!ƒ Ƙǁƙơƒ Ă Ü ŀƱƪĂkdž

(10) üNjǫǁǁ

(Ƨ ĭĭƑƫDžǁƐ Nj ƥĭĭƑyDžǁƐ) ƅĭDžĭưǆŀǁƐ ƹ ƐƥYǙƐ ǫyǴ l ƐƥƫƧǁ ƅĭƥƑĭyDžǁƐ l ƑƺƐƥƟǆǕƐNj ƅĭǴƑƨƟǁƐ l ƑƯƨNjŀDžǁƐ

486 =Dž ƅĭǴƑƨƟǁƐ l ƑƯƨNjŀDžǁƐ ƒ ƨƟ ƑĭǁɌƑǆŀ ƅǴŀƥDž

ƅǁǁƥǫǁƐ	ƹ ƐƥƟǆǙƐ ăƥƑĭyDžǁƐ	ƯƨNjŀDžǁƐ ǏǴƑƨƟǁƐ	l ƐƥƫƧǁƐ	!5ƥǁƐ	ƅǴŀƥǁƐ
ŀƱƪĂkdž	1.02	3.27	ǴǁƅƱ ƘǴƅƞƒĂ!ƒ Ă DžǴnjdž!ƒ ƇƒƥdƅƻƱĂdž!ƒ DžĂlŏ .lƥdžƙƶdž!ƒ Ʃ ŏŏǴldž!ƒĂ ƧŏŏǴƶdžǁ!	15	1
ŀƱƪĂkdž	1.06	3.07	ŀƶŏƅƱƅ ƻƱĂdž!ƒ ăƥ! ŀdžǴƙ ŀ5Ƨƶdž ǁǴǉNj lƧƑƒƥ!ƒ Ŏ5 lƥdžƙƶdž!ƒ Ʃ ŏŏǴldž!ƒĂ ƧŏŏǴƶdž!ƒ .NǁdžƵ ŀƶŏƅƱ Ɣƪơ	17	2
ŀƱƪĂkdž	1.08	3.00	lƧƑƒƥ!ƒ Ŏ5 lƥdžƙƶdž!ƒ Ʃ ŏŏǴldž!ƒĂ ƧŏŏǴƶdž!ƒ Džƪƙƙ . ƻƱĂdž!ƒ ăƥ! DžǴƙ!ƒ ƟĂưĂ!Ǵƅ	14	3
ŀƱƪĂkdž	1.21	2.74	Ʃ ŏŏǴldž!ƒĂ ƧŏŏǴƶdž!ƒ YǴƅƙǁƅ lƧƒƥǕƒ DžĂlƙ ƘƒĂǖƶ!ƒ ƠǉdžĂ ƘǴŏƥƧƙ!ƒ ƇƒƧƞǫ ƥǉƵ lƥdžƙƶdž!ƒ	16	4
ŀƱƪĂkdž	1.15	2.69	ƧŏŏǴƶdžǁ! ŀŏƧĂƥ ŀƶƞƒƧdžƅ lƧƒƥǕƒ DžĂlƙ ƘƒƧĂƱƙ!ƒ ǇĂư Ŏ5 lƥdžƙƶdž!ƒ Ʃ ŏŏǴldž!ƒĂ .lƥŏƥƞ!ƒ ƘƒƧŏƺƙdž!ƒĂ	18	5
ŀƱƪĂkdž	1.10	2.41	Ŏ5 LJŏ5ƱĂdž!ƒ LJŏƅ lƥƑǴƪ!ƒ ƧŏŏǴƶdž!ƒ DžNjǴƪƙ .ƧǴƚƙƅǕƒĂ YƒƥƅǕƒ ǏǁƵ ƴƞƬŏ ƍǴǉdž ŀƑŏnjƙ	19	6
ŀƱƪĂkdž	.85	2.86	Ʃ ŏŏǴldž!ƒĂ ƧŏŏǴƶdž!ƒ ŀŏdžŏƱǉƙ!ƒ ƻƒƧƵǕƒ		

Ǵùnjƶŏdžƞ Ă (3.27 -2.41) LJŏƅǴdž ƘơĂƒƧƙ ƥƥ ŀŏƅǴƪơ!ƒ ƘǴƱƪĂkdž!ƒ LJD (10) ýĂƥƞ!ƒ LJŏƅŏ

Ă DžǴùnjdž!ƒ ƇƒƥdùƅƻùƱĂdž!ƒ DžĂlŏ" ǏǁƵ ƒ ǉƙ Ŏƙ!ƒĂ (15) DžƥƧ lƧl5!ƒ ƘǴǴƞ ŀŏơ ÜŀƞƧƥ!ƒ ŀƱƪĂkdž

Ǵùdžǉöŵ Ü(3.27) Ƹǚŵ ÖŵǴʅơ Ʊʅ Ăǩdžŵ Ă Ĭ!ĂŰƒ Ŧŵǩ Ƨdž!ƒ Ö5 "ǀƥdžǩƶdž!ƒ Ʃ öǒǴǀdž!ƒĂ ƧöǒǴƶdžǚ! Ǵǚŵʊ ƘǴŵɳƒĂ!ƒ

Ĭ ùǚƵ ƴɳ ù Ƭö ǪǴǉdž Ŧ Ƒönjǩ Ö5 ǇöƼƯĂdž!ƒ ǇöŵƖ ǀƥƑǴʅ!ƒ ƧöǒǴƶdž!ƒ ǄŇǴʅǩ" Ǵnjƪǉ Ă (19) ǄƿƧ ǀƧǀƼ!ƒ ƘǴǴɳ

.(2.41) Ƹǚŵ ÖŵǴʅơ Ʊʅ Ăǩdžŵ Ă ǀƧöƤŰƒ Ŧŵǩ Ƨdž!Ǵŵ "ƧǴǂǩŵŰƒĂ Ƴƒƥŵ Űƒ

Ʊ ù ʅĂǩdžŵ Ă Ŧ ù öǉǴ Ă!ƒ Ŧŵǩ Ƨ!ƒ Ĭ ǚƵ Ƙǚ ƪơ Ö ǩ!ƒ Ă (17) ǄƿƧ ǀƧǀƼ!ƒ Ǉǉ (10) ǄƿƧ ƴĂƥɳ!ƒ ǇöŵöĂ

Ŧ ù ƶöŵƱŵ ƻ ù ƯĂdž!ƒ ăƥ! ŦdžǴǩ ŦƼƧƶdž ƥĂɳĂŵ ŦƱʅĂǩdž Ŧ ɳƧƥŵ ǇĂǀƼƒĂö Ŧǉöƶ!ƒ ƥƒƧƼǉ Ǉǉ (3.7) ÖŵǴʅơ

(14) Ǆ ùƿƧ ǀƧǀƼ!ƒ Ǉǉ ƴĂƥɳ!ƒ ǇöŵöǴdžǂ Ü ǊǚdžƵ Ŧƶöŵ Ʊ ɣʅơ ǀƧƑƒƥ!ƒ Ö5 ǀƥdžǩƶdž!ƒ Ʃ öǒǴǀdž!ƒ Ă ƧöǒǴƶdž!ƒ

Ă ƧöǒǴ ùƶdž!ƒ Ǉǉ Ĭ ùǚƵ ŦƱʅĂǩdž Ŧ ɳƧƥŵ Ă ǇĂǀƼƒĂö Ŧǉöƶ!ƒ ƥƒƧƼǉ Ǉǉ ŦĂ!ǴĂ!ƒ Ŧŵǩ Ƨ!ƒ Ĭ ǚƵ Ƙǚ ƪơ Ĭ ǩ!ƒ Ă

Ö ù ǩ!ƒ Ă (16) ǄƿƧ ǀƧǀƼ!ƒ ǇöŵǩǴdžǂ Ü ƻ ƯĂdž!ƒ ăƥ! ǄǴǩ!ƒ ƟĂ ư Ă!Ǵŵ Ǆʅǩǩ ǀƧƑƒƥ!ƒ Ö5 ǀƥdžǩƶdž!ƒ Ʃ öǒǴǀdž!ƒ

Ĭ ùǚƵ ŦƱʅĂǩdž Ŧ ɳƧƥŵ ǇĂǀƼƒĂö Ŧǉöƶ!ƒ ƥƒƧƼǉ Ǉǉ (2.74) ÖŵǴʅơ Ʊʅ Ăǩdžŵ Ă Ŧƶŵƒ Ƨ!ƒ Ŧ ɳƧƥ!ƒ Ö5 ƘǴǴɳ

Ǉö ùŵǩ Ǵdžǂ ÜƘƒĂ űƶ!ƒ Ǫǉdž Ă ƘǴƿƧǩ!ƒ Ǵƒ Ƨɳǫ ƥǉƵ ǀƥdžǩƶdž!ƒ Ʃ öǒǴǀdž!ƒ Ă ƧöǒǴƶdž!ƒ ƳǴŵǩǄŵ ǄĂǀǩ ǀƧƒƥŰƒ Ǉǉ

ŦƱ ù ʅĂǩdž Ŧ ùɳƧƥŵ Ă ǇĂǀƼƒĂö Ŧǉöƶ!ƒ ƥƒƧƼǉ Ǉǉ Ĭ ǚƵ Ŧʅ dž ǴƤ!ƒ Ŧŵǩ Ƨ!Ǵŵ ƘǴǴɳ Ö ǩ!ƒ Ă (18) ǄƿƧ ǀƧǀƼ!ƒ

Ă ƘƒƧĂ ùƱǩ!ƒ ǴĂ ù ư Ö ù5 ǀƥ ù dž ǩƶdž!ƒ Ʃ öǒǴ ù ǀdž!ƒ Ă ƧöǒǴƶdžǚ! ŦöƧĂƥ Ŧƶɳƒ Ƨdžŵ ǄĂǀǩ ǀƧƒƥŰƒ Ǉǉ Ĭ ǚƵ

Ǉǉ (1.21-1.02) Ǉö ù ŵ Ǵ ù dž ƟĂƒƧǩ Ĭ Ʀ!ƒĂ Ĭ ƧǴöƶdž!ƒ ƻ ƒƧơǉŰƒ ǈƑǴǩǉ ǇöŵǩǴdžǂ Ü ǀƥöƥɳ!ƒ ƘƒƧöƺǩdž!ƒ

ƧöǒǴ ù ƶdž!ƒ) ŦödžöƯǉǩ!ƒ ƻ ƒƧƵŰǴŵ Ŧǚƶǩdž!ƒ ƘƒƧǀƼ!ƒ ƴödžɳ ƴĂơ Ŧʅ ƒƧƥ!ƒ Ŧǉöƶ ƥƒƧƼǉ ǴƒƧǴ Ö5 ƥƵǴŵǩ ǁǴǉǊ

.(Ʃ öǒǴǀdž!ƒ Ă

ŵǏǄǏư ǂŦǁǁ ǀƑƴƼǊŦǁǁ .4

ƘǚǩơƒĂ ÜŦƱʅĂǩdž Ŧ ɳƧƥŵĂ (2.88) ƴǂǂ ŦödžöƯǉǩ!ƒ ƘǴƶƿĂǩ!ƒ ƥƶŵ! ÖŵǴʅơ!ƒ Ʊʅ Ăǩdž!ƒ Ƹǚŵ

.ŦödžöƯǉǩ!ƒ ŦƼǴǀĂ!ƒ ƥǴƶŵǉ Ǉöŵ ŦĂ!ǴĂ!ƒ Ŧŵǩ Ƨdž!ƒ

(11) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	1.07	3.33	[illegible]	23	1
[illegible]	1.12	3.09	[illegible]	21	2
[illegible]	1.14	2.66	[illegible]	20	3
[illegible]	1.06	2.43	[illegible]	22	4
[illegible]		2.88	[illegible]		

[illegible] (11) [illegible] (3.33 -2.43) [illegible] (23) [illegible] (3.33) [illegible] (22) [illegible] (2.43).

[illegible] (11) [illegible] (21) [illegible] (3.9) [illegible] (20) [illegible] (2.66) [illegible] (1.14-1.06) [illegible].

ƕøNJШNj DžøDž ƣĜƥƌ ƕưƷFӨDž Ǐƺ ƕĭDžNj|ӨǁƐ ƥƋƐNjƣǁƐ Ǐƺ ƥĭĭƸǂǁƐ ƔƥƐƣƌ ƼĭĜƯǂ ƕШƥƣ ƑDž :ǏdžFkǁƐ üƐDƨǁƐ

ÝƑNJĭƺ DžĭǂDžƑyǁƐ ƥưǆ

ǂùƞƧþ! ǂùőƧĜőƶdž!ƒ ƘĜ5ƒƧơǉŰƒĂ ǂőƕĜƪơ!ƒ ƘĜƱƪĂkdž!ƒ ШƒƧƤkƪǫ Džk ýƒƋƪ!ƒ ƒƦNj LJƵ ǂƕĜƞű!

. ǁ !Ʀ ƠưĂő ǉĜǉþD ýĂþƞ!ƒĂ ÜĜnjő5 LJőǁdžĜƶ!ƒ ƧƲǉ ǂnjƞĂ LJdž ǂődžĂǂơ!ƒ ƧƑƒĂþ!ƒ Ŏ5 Ƨőőƺk!ƒ ǀƧƒþǫ ƾőƕƱk

(12) üNjƣШ

DžDž ƕĭDžNj|ӨǁƐ ƥƋƐNjƣǁƐ Ǐƺ ƥĭĭƸǂǁƐ ƔƥƐƣƌ ƼĭĜƯǂ ƕШƥƣǁ ƕĭƥƑĭyDžǁƐ ǀƑƺƐƥӨǆǕƐNj ƕĭĜƑƨӨǁƐ ǀƑƯƨNjǂDžǁƐ

486=Dž ƕĭĜƑƨӨǁƐ ǀƑƯƨNjǂDžǁƐ ƒƨӨ ƑĭǁƦƑǆǂ ƕĜǂƥDž ƑNJĭƺ DžĭǂDžƑyǁƐ ƥưǆ ƕNJШNj

ƕШƥƣǁƐ	ƸƐƥӨǆŰƐ ăƥƑĭyDžǁƐ	ƯƨNjǂDžǁƐ ǏĜƑƨӨǁƐ	ƣƑyĜŰƐ	!5ƥǁƐ	ƕĜǂƥǁƐ
ǂƱƪĂkdž	1.00	2.84	ĜőƞĂ!ĂǉǂƘ!ƒ Ŏ5 Ƨőőƺk!ƒ	2	1
ǂƱƪĂkdž	.94	2.55	ŎdžőƲǉƘ!ƒ ýǂőnj!ƒ Ŏ5 Ƨőőƺk!ƒ	1	2
ǂƱƪĂkdž	.89	2.37	ƥƒƧ5Űƒ Ŏ5 Ƨőőƺk!ƒ	3	3
ǂƱƪĂkdž		2.57	ýǂǂ Ƨőőƺk!ƒ ǀƧƒþǫ ǂƪƧĜdždž		

) ŎƕĜùƪơ ƱùƪĂkdžƕ Ă ƱƪĂkdž Ƨőőƺk!ƒ ǀƧƒþǫ ǂƪƧĜdždž! DžĜƶ!ƒ ăĂkƪdž!ƒ LJD (12) ýĂþƞ!ƒ LJőƕő

ƘùơĂƒƧk ƥùƥ Ƨőőƺk!ƒ ǀƧƒþǫ ƾőƕƱk ƥĜƶƕŰ ǂőƕĜƪơ!ƒ ƘĜƱƪĂkdž!ƒ LJD (12) ýĂþƞ!ƒ LJőƕő Ĝdžǂ (2.57

ƱùƪĂkdž ǏǁƵƋùƕ Ǐù!ĂŰƒ ǂƕkƧdž!ƒ Ŏ5 ĜőƞĂ!ĂǉǂƘ!ƒ Ŏ5 Ƨőőƺk!ƒ ƥƶƕ ĈĜƞ ǂőơ Ü(2.84-2.37) LJőƕĜdž

ƸùǁƕŎƕĜùƪơ ƱƪĂkdžƕ ŎdžőƲǉƘ!ƒ ýǂőnj!ƒ Ŏ5 Ƨőőƺk!ƒ ƥƶƕ ǂőǉĜĂ!ƒ ǂƕkƧdž!ƒ Ŏ5 ǉűk Ü(2.84) ƸǁƕŎƕĜƪơ

Ü(2.37) ƸùǁƕŎƕĜùƪơ ƱùƪĂkdžƕĂ ǀƧőƤŰƒ ǂƕkƧdž!ƒ Ŏ5 ƥƒƧ5Űƒ Ŏ5 Ƨőőƺk!ƒ ƥƶƕ ĈĜƞ ĜdžǉőƕÜ(2.55)

ƔƧĜù|k Ǐùǁ Ƶ ýƥő Ĝdždž (1-.84) LJőƕ Ĝdž ӨĂƒƧk ĭƧĜőƶdž!ƒ ƻƒƧơǉŰƒ LJD ƾƕĜƪ!ƒ ýĂþƞ!ƒ LJdž ƧnjƲőĂ

.ǂƪƒƧþ!ƒ ǂǉőƵ ƥƒƧ5D ƘĜƕĜƞǫ

ǂùƪƒƧþ!ƒ ǂùǉőƵ ƥƒƧ5D ƘƒƧőþ|k! ǂőƧĜőƶdž!ƒ ƘĜ5ƒƧơǉŰƒĂ ǂőƕĜƪơ!ƒ ƘĜƱƪĂkdž!ƒ ƔĜƪơ Džk ƥƥĂ

:Ŏ!Ĝk!ƒ Ăơǉ!ƒ ǏǁƵ ƘǉĜǂ ǂőơ Üăƥơ ǏǁƵ ƥƶƕ ýǂ ƘƒƧ|5 ǏǁƵ

Ĭ ĎǏĭưdžƗǁǀ üǀĭNJǁǀ Ĭ ʓ βĭĭƸƗǁǀ **.1**

ƗùηƧβȟĂ (2.55) ýù‡‡ ǑùdžőƱǀǰķ!ƒ ý‡őnj!ƒ Ŏ5 Ƨőőʓķ!ƒ βƶȟ! ǑȟǴʅơ!ƒ ƱʅĂķdž!ƒ Ƹǁȟ

.Ƨőőʓķ!ƒ ǀƧƒβƍ ƗʅƧǴdždž βǴƶȟǋ ǇǑȟ ƗőǀǴǍ!ƒ ƗȟķƧ!ƒ ýķơƒĂ ÜƗƱʅĂķdž

(13) üNjǭǁǀ

ƒĭǁƦƒdžƗ ȟǴƗβĎ Ĭ ĎǏĭưdžƗǁǀ üǀĭNJǁǀ Ĭ ʓ βĭĭƸƗǁǀ ǭƴǴ ǀ ƐβʂƧǁ ȟĭβƑĭýĎǏǁǀ ǀ ƑʓƐβΘdžǕƐNj ȟĭǴƑɞΘǁǀ ǀ ƑƲɞNjƗĎǏǁǀ

486=Ďǐ ȟĭǴƑɞΘǁǀ ǀ ƑƲɞNjƗĎǏǁǀ ƒ ɞΘ

ȟǁǀβǭǁǀ	Ƹ ƐβΘdžǕƐ ăβƑĭýĎǏǁǀ	Ʋ ɞNjƗĎǏǁǀ ĬǴƑɞΘǁǀ	ǀ ƐβʂƧǁǀ	!ƽβǁǀ	ȟǴƗβǁǀ
ƗƱʅĂķdž	1.17	2.80	.ƗǀĂƧdž!Ǵȟ ǀƧƒβ!ƒ Ŏ5 ǑdžőƱǀǰķ!ƒ ý‡őnj!ƒ ƻ Ʈķő	24	1
ƗƱʅĂķdž	1.27	2.70	Ă ǴǴʅƋƧ!ƒ ǇǑȟ βőηĂ Ďƒƒβ ýǴƮķƒ βĂηĂ .ǇǑʅƋƧdž!ƒ	31	2
ƗƱʅĂķdž	1.16	2.68	Ɨő!Ăƌʅdž!ƒ Ă ƗƱǁʅǁ! ƗơưƒĂ ƱĂƱƤ βηĂķ ǀƧƒβ!ƒ Ŏ5	27	3
ƗƱʅĂķdž	1.20	2.66	ǇǑʅĂƋƧdž!ƒĂ ǴǴʅƋƧ!ƒ ǇǑȟ ýǴƮķǕƒ ɞǴηǀƒ Ďķő .ǀƧőȟ‡ ƗƵƧʅȟ	32	4
ƗƱʅĂķdž	1.15	2.62	Ʋ őĂƽķ ƗőǁdžƵ ǀƧƒβǁ! ǑdžőƱǀǰķ!ƒ ý‡őnj!ƒ ýnjʅő ƘǴőĂķʅdž!ƒ Ŏ5 ǇǑƽƱĂdžǁ! ƘǴőơűƮ!ƒ .ăƧƤÜƒ	29	5
ƗƱʅĂķdž	1.12	2.54	ƻĂƧƱǁ! ǴƶȟƘ ƘǴő!Ăƌʅdž!ƒ ýőɞĂķ ǀβǴƶƍ Ďķő .ǀƧƒβ!ƒ ǁǁƧǴƤ Ă ýƤƒβ ǀβηķʅdž!ƒ	28	6
ƗƱʅĂķdž	1.17	2.50	.ǴNjƧĂβƮ ýȟƿ ƽdžƶķȟ ƘƒƧƒƧ!ƒ ƗʅƒƧβ Ďķķ	33	7
ƗƱʅĂķdž	1.17	2.45	ǴǴǀȟ ƗơưƒĂ ǀƧĂƮȟ ǀƧƒβ!ƒ Ŏ5 ĎǴnjdž!ƒ ƳɞĂķ ƗőǁdžƶƵ! ƗdžɞΰƱ!ƒ ǀǴǴƽ‡!ƒĂ ƒ ƮƤķ!ƒ ĬǁƵ .Ƨőőʓķ!ƒ	30	8
ƗƱʅĂķdž	1.07	2.44	ǴőƧĂβ ǑdžőƱǀǰķ!ƒ ý‡őnj!ƒ ƗƶηƒƧdžȟ ǀƧƒβÜƒ ĎĂǀķ .ƩĂƧβdž ý‡Ʈȟ Ă	25	9
ƗƱʅĂķdž	1.11	2.36	Ŏ5 ƗőƧNjĂη ƘƒƧőőʓķ ýdžƶȟ ǀƧƒβÜƒ ĎĂǀķ .ǴƒβǕƒ ǇǑʅơķ! ǑdžőƱǀǰķ!ƒ ý‡őnj!ƒ	26	10
Ɨƽőƶư	1.18	2.26	.ƘƒƧƒƧ!ƒ ýǀƮ Ŏ5 ǇǑʅĂƋƧdž!ƒ ǁƒƧƮƒ Ďķő	34	11
ƗƱʅĂķdž		2.55	ǑdžőƱǀǰķ!ƒ ý‡őnj!ƒ Ŏ5 Ƨőőʓķ!ƒ		

ǴùnjƶődžηĂ (2.80-2.26) ǇǑȟǴùdž ƘơĂƒƧķ βƿ ƗőȟǴʅơ!ƒ ƘǴƱʅĂķdž!ƒ ǇǏ (13) ýĂβη!ƒ ǇǑȟő

Ǒùķ!ƒĂ (24) ĎùβƧ ǀƧùǀƽ!ƒ ƘǴǴη ‡őơ ÜƗƽőƶư ƘǀǴ‡5 (34) ĎβƧ ǀƧǀƽ!ƒ ƒβƵ Ǵdž ăĂķʅdž!ƒ ƗƱʅĂķdž

Ƹùǁȟ ǑȟǴʅơ ƱʅĂķdžȟĂ Ĭ!ĂǕƒ ƗȟķƧdž!ƒ Ŏ5 "ƗǀĂƧdž!Ǵȟ ǀƧƒβ!ƒ Ŏ5 ǑdžőƱǀǰķ!ƒ ý‡őnj!ƒ ƻ Ʈķő" ĬǁƵ ƒ ǀķ

ƧƱǉ ƚnjƞǍ ǈǆǆ ƥƶƨǫ ƚƱ5ƓƠǆ Ǒ5 ƚǒǆǍƚƠ!ƒ ƧƑƒǍƥ!ƒ Ǒ5 ƚƱƪǍƘǆ ƚƞƧƥƶǍ ƾƶƱǆ Ƨǒǒƺƙ!ƒ ǀƧƒƥǫ Ǒ5 Ǆnjǆǆ

.ƓnjǒǑ ǈǑǆǆƓƶ!ƒ

ƥùƵƓƶƙ ǏƵ ýƥǒ ƓǆǆƓ (1.27-.1.07) ǈǑƶ Ɠǆ ƥƶƶ!ƒ ƒƦnj! ƚǒƧƓǒƶǆ!ƒ ƘƓ5ƒƧƠǉǕƒ ƘƠǍƒƧƙ Ɠǆƚ

.ƚƪƒƧƥ!ƒ ƚǉǒƵ ƥƒƧ5Ɖ ƇƒƧƈ Ǒ5

.2 ƑǏƜǆǊǆǊǆǆ ǏƷ ƥǐƩƚǆ

ýùƙƠƒǍ ǕƚƱùƪǍƘǆ ƚƞƧƥƶ (2.84) ýƚƚ ƓǒƞǍ!Ǎǉƚƙ!ƒ Ǒ5 Ƨǒǒƺƙ!ƒ ƥƶƶ! ǑƶƓƪƠ!ƒ ƱƪǍƘǆ!ƒ Ʃƶ

.Ƨǒǒƺƙ!ƒ ǀƧƒƥǫ ƘǕƓƞǆ ǈǑƶ Ǐ!ǍǕƒ ƚƶƙƧǆ!ƒ

(14) ǖǊǆǆ

ƑǏǆƦƑǆƚ ƶƓƚƥǅ ƑǏƜǆǊǆǊǆǆ ǏƷ ƥǐƩƚǆ ƍǫƓ ǀƐƥƾƵǆ ƶǐƥƑǐƴǅǆ ǀƑƷƐƥƟǆǕǊ ƶǐƓƑƨƟǆ ǀƑƯƨǊƚǅǆ

486 = ǅ ƶǐƓƑƨƟǆ ǀƑƯƨǊƚǅǆ ƒ ƨƟ

ƶǆƥǆ	ƩƐƥƟǆǕ ǎƥƑǐƴǅǆ	ƯƨǊƚǅǆ ǏƓƑƨƟǆ	ǀƐƥƾƵǆ	!5ƥǆ	ƶƓƚƥǆ
ƚƱƪǍƘǆ	1.24	3.16	ƨƓƞǉƒ Ǒ5 ƔǍƪƓƠ!ƒ ƨƓnjƞ ǀƧƑƒƥ!ƒ ǅƥƤƙƪƙ .ƚǒǆƤƒƥ!ƒ ƓnjƙǗǆƓƵǆ	36	1
ƚƱƪǍƘǆ	1.16	2.97	Ǎ ƥnjƞ!ƒ ýǒǆƙ Ǐ!ǫ ǀƧ5ǍƘǆ!ƒ ƓǒƞǍ!Ǎǉƚƙ!ƒ Ƙƥǅ .ýǆƵ!ƒ ǀƥǍƞ ǈǑƪƠƙ Ǎ ƘƥǍ!ƒ	38	2
ƚƱƪǍƘǆ	1.16	2.83	ƘƓƶǆƱƘǆ ýǆ ƚǆƥƤƙƪǆ!ƒ ƓǒƞǍ!Ǎǉƚƙ!ƒ ǅƞƪǉƙ .ýǆƵ!ƒ	40	3
ƚƱƪǍƘǆ	1.12	2.74	ýǆƵ!ƒ ƾƧƱǍ Ɣǒ!ƓƪƉ Ǒ5 Ƨǒǒƺƙ!Ɠƶ ǀƧƥǕƒ ǅƙnjƙ .ýư5ǚ!	39	4
ƚƱƪǍƘǆ	1.16	2.71	ƓǒƞǍ!Ǎǉƚƙ!ƒ ǏƵ ǀƧƑƒƥ!ƒ Ǒ5 ýǆƵ!ƒ ƦǑ5ǉƙ ƥǆƙƵǒ .Ƨǒƶƚ ýƚƬƶ ǀƥƥƞƙǆ!ƒ	35	5
ƚƱƪǍƘǆ	1.19	2.63	ƾƧƱ!ƒ ƚƥƠƒ ǏƵ ƚǒƶǒƧƥƙ ǋǆƒƧƶ ǀƧƑƒƥ!ƒ ƘǆƤƥƒ .ƚǒƞǍ!Ǎǉƚƙ!ƒ Ɣǒ!ƓƪǕƒǍ	37	6
ƚƱƪǍƘǆ		2.84	ƓǒƞǍ!Ǎǉƚƙ!ƒ Ǒ5 Ƨǒǒƺƙ!ƒ		

-2.63) ǈǑƶƓùǆ ƘƠǍƒƧƙ ƥƿ ýƓƞǆ!ƒ ƒƦnj ƘƒƧǀ5! ƚǒƶƓƪƠ!ƒ ƘƓƱƪǍƘǆ!ƒ ǈƉ (14) ýǍƥƞ!ƒ ǈǑƶǒ

ǀƧƑƒƥù!ƒ ǅƥƤƙƪƙ" ǏƵ ƒ ǉƙ ǑƙƒǍ (36) ǅƿƧ ǀƧǀ5!ƒ ƘƓƓƞ ƚǒƠ ǕƚƱƪǍƘǆ ƚƶƙƧǆƶ ƓnjƵǒǆƞ Ǎ (3.16

Ǖ(3.16) Ʃùƶ ǑƶƓùƪƠ ƱƪǍƘǆƶǍ Ǐ!ǍǕƒ ƚƶƙƧǆ!ƒ Ǒ5 "ƚǒǆƤƒƥ!ƒ ƓnjƙǗǆƓƵǆ ƨƓƞǉǫ Ǒ5 ƔǍƪƓƠ!ƒ ƨƓnjƞ

Ɣǒ!ƓùƪǕƒǍ ƾƧƱ!ƒ ƚƥƠƉ ǏƵ ƚǒƶǒƧƥƙ ǋǆƒƧƶ ǀƧƑƒƥ!ƒ ƘǆƤƥƉ" ƓnjƮǉǍ (37) ǅƿƧ ǀƧǀ5!ƒ ƘƓƓƞ Ɠǆǉǒƶ

.(2.63) Ʃƶ ǑƶƓƪƠ ƱƪǍƘǆƶǍ ǀƧǒƤǕƒ ƚƶƙƧǆ!Ɠƶ "ƚǒƞǍ!Ǎǉƚƙ!ƒ

LJD (2.97) Ƹùǉ ǑǈǴù ƪơ ƱùƪǍǨǍ ǑǇǴ!ƒ ƔǒǨƧ!ƒ ǏǉƵ ƘǉƬơ ǑǨ!ƒǍ (38) ǅǷƧ ƖƧǀ5!ƒ LJǒǈǨ

Ǎ ƘùƿǍ!ƒ Ǎ ƥǌǌ!ƒ ýǒǉǀ ǏǃǬ ƘƥD ƖƧ5ǍǨǅ!ƒ ǴǒƞǍ!ǍǇǂǨ!ƒ LJD ǏǉƵ ƗƱƪǍǨ ƗƞƧƥǈ LJǍǀ5ƒǍǒ ƗǇǒƶ!ƒ ƥƒƧ5D

ǑǈǴƪơ ƱƪǍǨǍ ǂ!ǴǍ!ƒ ƔǒǨƧ!ƒ ǏǉƵ ƘǉƬơ ǑǨ!ƒǍ (40) ǅǷƧ ƖƧǀ5!ƒ LJǒǈǨ Ǵǂ .ýǅƶ!ƒ ƖƥǍƞ LJǒƪơǨ

yùǅ ǅƞùƪǇǨ ƗǅƥƤǨƪǅ!ƒ ǴǒƞǍ!ǍǇǂǨ!ƒ LJD ǏǉƵ ƗƱƪǍǨ ƗƞƧƥǈ LJǍǀ5ƒǍǒ ƗǇǒƶ!ƒ ƥƒƧ5D LJD (2.83) Ƹǉ

Ƹùǉ ǑǈǴùƪơ ƱƪǍǨǍ yǈƒƧ!ƒ ƔǒǨƧ!ƒ ǏǉƵ ƘǉƬơ ǑǨ!ƒǍ (39) ǅǷƧ ƖƧǀ5!ƒ LJǒǈǨǍ .ýǅƶ!ƒ ƘǴǈƱǨǅ

ƾƧùƱ Ǎ ƔǒǃǴƪD Ǒ5 ƧǒǒƺǨ!Ǵǈ ǅǨǌǨ ƖƧƒƥǕƒ LJD ǏǉƵ ƗƱƪǍǨ ƗƞƧƥǈ LJǍǀ5ƒǍǒ ƗǇǒƶ!ƒ ƥƒƧ5D LJD (2.74)

Ƹùǉ ǑǈǴùƪơ ƱùƪǍǨǈ Ǎ ƗùƪǅǴƤ!ƒ ƗƞƧƥ!Ǵǈ ƘǨD ǑǨ!ƒ Ǎ (35) ǅǷƧ ƖƧǀ5!ƒ LJǒǈǨ Ǎ Üýư5ǖ! ýǅƶ!ƒ

ǏùǉƵ ƥùǅǨƶǒ ƖƧƒƥù!ƒ Ǒ5 ýǅƶ!ƒ ƥǒ5ǇǨ LJD ǏǉƵ ƗƱƪǍǨ ƗƞƧƥǈ Ǎ LJǍǀ5ƒǍǒ ƗǇǒƶ!ƒ ƥƒƧ5D LJD (2.71)

-1.12) LJǒǈ Ǵǅ ƟǍƒƧǨ ǏƦ!ƒǍ ǏƧǴǒƶǅ!ƒ ƸƒƧơǇǕƒ ǋƑǴǨǇ LJǒǈǨ Ǵǅǂ .Ƨǒǈǂ ýǂƬǈ ƖƥƥƞǨǅ!ƒ ǴǒƞǍ!ǍǇǂǨ!ƒ

Ǒù5 ƧǒǒƺǨ!Ǵùǈ ƗùǀƶǨǅ!ƒ ƘƒƧùǀ5!ƒ yǒǅƞ ýǍơ ƗƪƒƧƥ!ƒ ƗǇǒƵ ƥƒƧ5D ǇƒƧǇ Ǒ5 ƥƵǴǈǨ ǁǴǇǊ LJD (1.24

.ǴǒƞǍ!ǍǇǂǨ!ƒ

3. ǋƐƥƺǕƐ ǏƺƥǏǏƸǂǁƐ

ýùǨơƒǍ ÜƗƱƪǍǨ ƗƞƧƥǈǍ (2.37) ǑǈǴƪơ ƱƪǍǨǈǍ ƗƦ!ǴǍ!ƒ ƗǈǨƧǅ!ƒ Ǒ5 ƥƒƧ5Ǖƒ Ǒ5 ƧǒǒƺǨ!ƒ ƥƶǈ ǄǴƞ

.ƧǒǒƺǨ!ƒ ƖƧƒƥǬ ƘǕǴƞǅ LJǒǈ ƗƦ!ǴǍ!ƒ ƗǈǨƧǅ!ƒ

(15) üǊǋǁǁ

ƒ ƨƟ ƥǏǁƦƒǅǂ ǈǴǂƥǅǅ ǋƐƥƺǕƐ ǏƺƥǏǏƸǂǁƐ ǋǋǴ ƖƐƥƾƧǁ ǈǏƥƒǏǋǅǁƐ ƖƑƺƐƥƟǅǕƐǋ ǈǏǴƒƨƟǁƐ ƖƑƯƨǊǂǅǁƐ

486 = ǅ ǈǏǴƒƨƟǁƐ ƖƑƯƨǊǂǅǁƐ

ǈǁǁƥǋǁƐ	Ƹ ƐƥƟǅǕƐ ǍƥƒǏǋǅǁƐ	ƯƨǊǂǅǁƐ ǏǴƒƨƟǁƐ	ƖƐƥƾƧǁƐ	!5ƥǁƐ	ǈǴǂƥǁƐ
ƗƱƪǍǨ	1.15	2.60	ƘǴƞǴǒǨơǕƒ ƥǒƥơǨ ǏǉƵ ƖƧƒƥǕƒ ƒ Ƨơǈ .LJǒ5ƱǍǅ! ƗǒǈǒƧƥǨ!ƒ	41	1
ƗƱƪǍǨ	1.10	2.58	yǅ ƾ5ƒǍǨ Ɨǒ!Ǵơ!ƒ ƗǒǈǒƧƥǨ!ƒ ƘƒƧǍƥ!ƒ .ýǅƶ!ƒ ƘǴǈƱǨǅ	42	2
ƗƱƪǍǨ	.99	2.57	ƗǅǍǴǀǅ LJǅ ƥơǨ LJǒ5ƱǍǅ!ƒ ƔƧƥǨ ǋǅƒƧǈ .ƧǒǒƺǨ!ƒ ƗǉǅƵ	44	3
ƗƱƪǍǨ	1.24	2.46	ýǅƶ!ƒǍ ƾǒƧ5!ƒ ƟǍƧǈ ýǅƶ!ƒ ƖƧƒƥǕƒ yƞƬǨ .ǑƵǴǅƞ!ƒ	46	4
Ɨ5ǒƶư	1.09	2.20	ǴǌǨǒǇǇƨǒǅ LJǅ ƒƧǒǈǂ ƒƇƨƞ ƖƧƒƥǕƒ ƒ ƬƤǨ .ǴǌǈLJǒ5ƱǍǅ!ƒ ƧǒǍƱǨ!	43	5
Ɨ5ǒƶư	1.12	2.17	LJǒǈ ǄǴǇǊ!ƒ Ʃ5ǴǇǨ!ƒ LJǅ ƒǍƞ ƖƧƒƥǕƒ ƾǉƤǨ .LJǒ5ƱǍǅ!ƒ	47	6
Ɨ5ǒƶư	1.06	2.02	ƾǒǀơǨ! ƗǒǍǇƶǅǍ ƗǒƥǴǅ ƨ5ƒǍơ ƖƧƒƥǕƒ ǅǏƥǀǨ .ƳƒƥǈǕƒ	45	7
ƗƱƪǍǨ		2.37	ƥƒƧ5Ǖƒ Ǒ5 ƧǒǒƺǨ!ƒ		

Ɨùǒ$ƓǒƶdžǃƒƘƓù5ƒ$ơǉǗƒĂ ƗǒhƓƪơǃƒƘƓƱƪĂƙdžǃƒ ƜƒƧƤƙƪƼ Ǆƙ Ɨǒư$5ǃƒ ǉǨǋ ƗơƮ Lj Ǆǆž ƽ|ơƙǃǃ

ƓùƶhƙƗǒdžĂǂơǃƒ$ǅƒĂƥǃƒ Ǒ5 ƗǒdžǒƱǉƙǃƒ Ɨ5ƓƖǃƒ ƗƪƧƓdždž ăĂƙƪdž ĂơǉƗƪƒƧƥǃƒƗǉǒƵ ƥƒ$5Ɖ $Ʊǉ ƘƓǌƞĂǃ

Ǐdžùƪdžǃƒ ǗƗùdžƥƤǃƒ ƘƒĂǉùƪ ǗǑùdžǃƶǃƒ ýùǋƌdžǃƒ Ǘ$džƶǃƒ ǗƩǉƞǃƒ) Ɨǒ5ǒƱĂǃƒĂ Ɨǒ5ƒ$ƺdžǒƥǃƒ Ƙƒ$ǒƺƙdžǃǃ

Lj Ǆž ýǂǃ "Ƙ" $ƓhƙƤƒ ǄƒƥƤƙƪƼ Ǆƙ ƗǒhƓƪơǃƒ ƘƓƱƪĂƙdžǃƒ Ljǒh ƗǒƑƓƮơǗƒ ƽĂ$5ǃƒ ƗǃǗƥ LjƓǒhǃĂ Ǘ(Ǒ5ǒƱĂǃƒ

ýùǋƌdžǃƒĂ Ǘ$ùdžƶǃƒ Ƙƒ$ùǒƺƙdž Ljdž ýǂǃ ǐƥƓơǕƒ LjǒƓhƙǃƒ ýǒǃơƙĂ ǗǑ5ǒƱĂǃƒ ăĂƙƪdžǃƒĂ Ʃǉƞǃƒ ǐ$ǒƺƙdž

.ǁǃǨ ƠưĂƙ ǉƓǉƥƉ ýĂƒƥƞǃƒĂ ǗƗdžƥƤǃƒ ƘƒĂǉƪĂ ǗǑdžǃƶǃƒ

$ dž ƜǁƐ .1

(16) ǜǋǫƜ

njǋƗƨƉž ĂǂƳ $ dž ƜǁƐ ƥǐƺƗƉǁ ƭƴƓƗ "l" ƥƒƓƗƠǁƐǋ hǐƥƒǐyƉǁƐ lƒƺƐƥƟƓǕƐǋ hǐƓƒƨƟǁƐ lƒƱƨǋƗƉǁƐ

486=Ǆž hǐƉǋ|ƟǁƐ ƥƏƐǋǫǁƐ Ǐƺ hǐƉǐưƓƗǁƐ hǐƺƒƽƙǁƐ hƨƥƒƉƉž

hǁǗǫǁƐ hǐƏƒƬƟǗƐ	hƉǐƼ l	Ăƙdž		ƥ|Ƥ		
		ƺƐƥƟƓǕƐ ăƥƒǐyƉǁƐ	ƱƨǋƗƉǁƐ ǏƓƒƨƟǁƐ	ƺƐƥƟƓǕƐ ăƥƒǐyƉǁƐ	ƱƨǋƗƉǁƐ ǏƓƒƨƟǁƐ	
.003	-2.991	.74	3.48	.81	3.27	ƗǒdžǒƱǉƙǃƒ Ǆǒ|ǃƒ
.622	.493	.74	3.91	.69	3.94	ƗǒdžǒƱǉƙǃƒ Ƙƒƥ|ƙƶdžǃƒ
.276	-1.090	.85	2.91	.85	2.83	$ǒǒƓƶdžǃƒ ƗǒdžǒƱǉƙǃƒ Ƨƒ$ƵǗƒ ƩǒǒƓ|džǃƒĂ
.468	-.727	.86	2.91	.84	2.86	ƗǒdžǒƱǉƙǃƒ ƘƓƶƿĂƙǃƒ
.098	-1.660		3.33		3.23	ýǂǂ ƗǒdžǒƱǉƙǃƒ Ɨ5ƓƖǃƒ

Ʃǉùƞǃƒ $ƛǕ ăƨƶƙ (0.05 ≥ α) ƗǒƑƓƮơƼ ƗǃǗƥ ƘƒǨ ƽĂ$5 ƥĂƞĂ (16) ýĂƥƞǃƒ Ljdž Ljǒhƙǒ

ǑƿƓùƥ Ǒ5 ƓǒƑƓƮơƼ ƗǃƒƥƽĂ$5 ǐƉ $ǌǕƙ Ǆǃ ƓdžǉǒƥƗ .ƗƓǉǗƒ ƠǃƓƮǃ ƽĂ$5ǃƒ ƘƓƓƞĂ ǗƗǒdžǒƱǉƙǃƒ Ǆǒ|ǃƒ Ǒ5

$ùƛǂǕƒ Ă Ǘ$ĂǂǨǃǃ Ljdž ƗǒdžǒƱǉƙǃƒ Ǆǒ|ǃǃ ƓǂƒƧƥƒ $ƛǂǕƒ Ljǌ ƗƓǉǗƒ Ljƌ Ǐǃƒ ƥĂƶǒ ƔhƪǃƒýƶǃĂ ǗƘƒ$ǒƺƙdžǃƒ

.ƓǌǉhƓǂƪdžƙ

ǑùƼĂ ƥƓùƶhǕƒ ǑƿƓh Ǒ5 Ɠǌư5$Ă ǗƗǒdžǒƱǉƙǃƒ Ǆǒ|ǃƒ Ǒ5 Ɨǒư$5ǃƒ ýĂhƿ ǏǃƼ $ǒTƙ ƗƞǒƙǉƙǃƒǉǨǋĂ

.ýǂǂ ƗǒdžǒƱǉƙǃƒ Ɨ5ƓƖǃƒ

.2 [illegible]

(17) [illegible]

[illegible]

486=[illegible]

[illegible]	F	45+ SD	45+ M	36–45 SD	36–45 M	≤35 SD	≤35 M	
.011	4.570	.73	3.40	.81	3.23	.81	3.49	[illegible]
.049	3.030	.73	3.92	.72	3.85	.66	4.05	[illegible]
.540	.617	.80	2.92	.87	2.82	.86	2.87	[illegible]
.098	2.330	.86	2.93	.82	2.78	.86	2.97	[illegible]
.036	3.347		3.36		3.31		3.18	[illegible]

[illegible] **(0.05 ≥ α)** [illegible] (17) [illegible]

[illegible] .(18) [illegible]

[illegible]

(18) [illegible]

[illegible]

45+	**45**–**36**	**35** ≤	M		
			3.49	[illegible] 35	[illegible]
		*.26	3.23	[illegible] 45–36	
	-.17	.09	3.40	[illegible] 45	
			4.05	[illegible] 35	[illegible]
		*.20	3.85	[illegible] 45–36	
	-.07	.13	3.92	[illegible] 45	
			3.36	[illegible] 35	[illegible]
		*.18	3.18	[illegible] 45–36	
	-.13	.06	3.31	[illegible] 45	

* [illegible] .(0.05 = α)

Ƨùǆƶ!ƒ Ǒùƙƒ5 Ǉǒƕ (**0.05 ≥ α**) ŧǒƑǴƮơǫ Ŧ!Ǖþ ƘƒƦ ƾĂƧ5 þĂŋĂ (18) ýĂþŋ!ƒ Ǉǆ Ǉǒƕƙǒ

Ǒù5 Ŧǉùƪ 35 Ǉǆ ýþǅ ƖƧƕƤ!ƒ ŦƑ5 Ơ!ǴƮ! ƾĂƧ5!ƒ ƘƇǴŋĂ ÜŦǉƪ 45 Ǐ!ǫ 36 ǇǆĂ Ŧǉƪ 35 Ǉǆ ýþǅ

.ý‡‡ ŧǒǆǒƱǉƙ!ƒ ŦƼǴǀƛ!ƒ Ǒ5Ă ŧǒǆǒƱǉƙ!ƒ ƘƒþǀƙƶǆƒĂ ŧǒǆǒƱǉƙ!ƒ ǄǒǀƑ

ŧùǒǆǒƱǉƙ!ƒ ŧù5ǴǀƛƑ ŧƪƧǴǆǆ ăĂƙƪǆ! Ǆǌ‡ƒƧþǫ þƒƨ Ǵǆǀ‡ Ǉǒǀǆǀƶ!ƒ ƧǴǆƵǅ Ƙǀþ Ǵǆǀ‡ ǋǇǅ Ǐǀƶ ýþǒ ƒƦǋ Ă

Ă ƔǴƕƬ!ƒ ƩǴǆơ Ǐ!ǫ ǁ!Ʀ þĂƶǒ Ă Ü ŧǒǆǒƱǉƙ!ƒ Ƙƒþǀƙƶǆ!ƒ Ă ŧǒǆǒƱǉƙ!ƒ ǄǒǀǀƑ! Ǆǌ‡ƒƧþǫ þƒƨ Ǵǆ‡ Ă Ü ý‡‡

.Ǉƪ!Ǵƕ ǄþǀƙƑ ƴǆ ǊǇǉĂ5Ƭƙ‡ǒƪ ǐƦ!ƒ ƠǴƕơǕƒ Ǉǆ ǄǌƙǴǉǴƶǆ ǄþƵ Ă Ǆǌ5ƑǴƱĂƕ ǁƪǆƙ!ƒ ǏǀƵ ǄǌƮƧơ

ǏǄ‡ƴǁǀ ülǉǅǄǁǀ .**3**

(19) üǋǫǁǁ

þǝǋǫǁǀ Ǐƺ ƕǐǄǐǔǆǀǀ ƕƺƑƾƙǀǀ ƕƨþƑǄǅǄ ǌǋǀƨǄǀ ăǫƑƟǕǀ ǄǐƑǴǀǀ üǐ‡ƟǀǌǋƕǐþƑǐǄǀǀ ƖƑƺǀþƟǕǀǋ ƕǐǴƑƨƟǀǀ ƖƑƱƨǋǀǄǀǀ

486=Ǆ Ǐǆ‡ǁǀ ülǉǅǄǁǀ þǐƩǀǄǀ ƑǁǴǀ ƕǐǄǋǀƟǀǀ

ƕǀǕǫǀǀ ƕǐǝƑƮƟǕǀ	ƹ ƕǄǐǀ5	ƑǐǁƳ ƖƑƨǀþǫ		Ƨ ǋǐþǋǀƑǀǴ		ƕǐǁ /!ǋǁǴǫ ƱǄǁǀǄ		ƕǄƑƳ ƕǐǋǀƑƙ ü5ǅƺ		
		ƺ ǀþƟǀǕǀ ăþƑǐǄǀǀ	Ʊ ƨ ǋǄǀǀ ǏǴƑƨƟǀǀ	ƺ ǀþƟǀǕǀ ăþƑǐǄǀǀ	Ʊ ƨ ǋǄǀǀ ǏǴƑƨƟǀǀ	ƺ ǀþƟǀǕǀ ăþƑǐǄǀǀ	Ʊ ƨ ǋǄǀǀ ǏǴƑƨƟǀǀ	ƺ ǀþƟǀǕǀ ăþƑǐǄǀǀ	Ʊ ƨ ǋǄǀǀ ǏǴƑƨƟǀǀ	
.080	2.263	.80	3.36	.77	3.30	.76	3.49	.84	3.25	ŧǒǆǒƱǉƙ!ƒ ǄǒǀƑ
.190	1.592	.85	3.84	.67	3.92	.72	4.02	.65	3.85	ŧǒǆǒƱǉƙ!ƒ ƘƒþǀƙƶǆƒƑ
.479	.829	.90	2.85	.84	2.79	.88	2.93	.77	2.92	ŧǒǆǒƱǉƙ!ƒ ƻƒƧƵǕƒ ƩǒǒǴǀǆ!ƒĂ ƧǒǒǴƶǆ!ƒ
.212	1.506	.87	2.91	.84	2.95	.85	2.87	.82	2.72	ŧǒǆǒƱǉƙ!ƒ ƘǴƶþĂƙ!ƒ
.313	1.189		3.26		3.24		3.35		3.20	ý‡‡ ŧǒǆǒƱǉƙ!ƒ ŦƼǴǀƛ!ƒ

ƧùƛǕ ăƨùƶƙ (**0.05 ≥ α**) ŧǒƑǴƮơǫ Ŧ!Ǖþ ƘƒƦ ƾĂƧ5 þĂŋĂ Ǆþƶ (19) ýĂþŋ!ƒ Ǉǆ Ǉǒƕƙǒ

Ŧùƪ ƧǴǆǆ ăĂƙƪǆ Ǉǅ ƱơǕǉ Ǵǉǋ ǇǆĂ Ü ý‡‡ ŧǒǆǒƱǉƙ!ƒ ŦƼǴǀƛ!ƒ Ǒ5Ă þǴƶƕǕƒ ýǒǆŋ Ǒ5 Ǒǆǀƶ!ƒ ýǋƋǆ!ƒ

Ŧùǒǆǀƶ!ƒ ǄǌƙǕǋƋùǆ ƻǕƙƤǫ Ǐǀƶ þƕƧǫ ŦƱ5ǴơǆǑ5 ŧǒǆĂ‡ơ!ƒ ƧƒƒĂþ!ƒ Ǒ5ƱĂǆ ăþ! ŧǒǆǒƱǉƙ!ƒ ŦƼǴǀƛ!ƒ

.ǴǌǉǉǒƕƧ ƾƧ5 þĂŋĂ ǇĂþ ŦƕƧǴǀƙǆ ƘǴŋƧþƕ ƧǌǉƱǒ

.ý‡‡ ŧǒǆǒƱǉƙ!ƒ ŦƼǴǀƛ!ƒ Ǒ5Ă þǴƶƕǕƒ ýǒǆŋ Ǒ5 ŧǒƲƧ5!ƒ Ʊ5Ƨ Ǐ!ǫ ƧǒƬƙ ŧŋǒƙǉ!ƒ ǉǉƦǋĂ

4. [illegible]

(20) [illegible]

[illegible]

486=[illegible]

[illegible]	[illegible]	16 [illegible]		15 – 11 [illegible]		10 – 6 [illegible]		5 [illegible]		
		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
.110	2.025	.78	3.33	.82	3.49	.77	3.25	.76	3.47	[illegible]
.376	1.037	.73	3.91	.72	4.02	.64	3.90	.81	3.82	[illegible]
.096	2.126	.86	2.91	.83	2.80	.84	2.75	.78	3.11	[illegible]
.096	2.127	.86	2.92	.80	2.84	.86	2.76	.80	3.14	[illegible]
.249	1.376		3.28		3.31		3.18		3.40	[illegible]

[illegible] **(0.05 ≥ α)** [illegible] (20) [illegible]

[illegible]

[illegible]

[illegible].

[illegible].

5. [illegible]

(21) [illegible]

[illegible] "[illegible]" [illegible]

486=[illegible]

[illegible]	[illegible]	[illegible]		[illegible]		
		[illegible]	[illegible]	[illegible]	[illegible]	
.634	-.476	.77	3.37	.85	3.33	[illegible]
.053	-1.936	.68	3.96	.79	3.82	[illegible]
.956	-.055	.83	2.87	.89	2.86	[illegible]
.001	3.456	.84	2.80	.84	3.10	[illegible]
.925	.094		3.27		3.27	[illegible]

[illegible] **(0.05 ≥ α)** [illegible] (21) [illegible]

[illegible]

[illegible]

[illegible] (0.05 $\geq \alpha$) [illegible]

[illegible]

[illegible]

1. [illegible]

(22) [illegible]

[illegible] **486**= [illegible]

[illegible]	[illegible]	[illegible]		[illegible]		
		[illegible]	[illegible]	[illegible]	[illegible]	
.853	.186	.94	2.54	.94	2.55	[illegible]
.171	1.370	.98	2.76	1.01	2.89	[illegible]
.256	-1.137	.84	2.43	.92	2.33	[illegible]
.880	.151		2.56		2.57	[illegible]

ƨùƛŰ ăƨùƶƙ (**0.05 ≥ α**) ƚŏƑƓƮơƺ ƚ!Ůþ ƘƒƦ ƽĂƨ5 þĂƞĂ ƋþƵ (22) ýĂþƞ!ƒ ǇƋž ǇŏƕƙŏƐ

ƖƨƒþƺăĂƙùƪƋž ǇƉ ƚƞŏƙǈ!ƒ ǉƦǋ ǇƋž ǇŏƕƙŏĂ Üý‡‡ ƨŏŏƺƙ!ƒ ƖƨƒþƺƚƪƨƓƋžƋž Ŏ5Ă þƓƶƕŰƒ ƴŏƋžƞ Ŏ5 Σǉƞ!ƒ

.ƓƋžǌǈŏƕ ƨŏƕ‡ ƽƨ5 þĂƞĂ ǇĂþ ƚƕƨƓƖƙƋž ƚƞƨþƕ þĂƞĂƋž ƚƓǉŰƒĂ ƨĂ‡Ʀ!ƒ ăþ! ƨŏŏƺƙ!ƒ

.ý‡‡ ƨŏŏƺƙ!ƒ ƖƨƒþƺƚƪƨƓƋžƋž Ŏ5Ă þƓƶƕŰƒ ƴŏƋžƞ Ŏ5 ƚŏƯƨ5!ƒ Ư5ƨ Ĭ!ƺ ƨŏƮƙ ƚƞŏƙǈ!ƒ ǉƦǋĂ

.2 þǄƴƛƐ

(23) üǋƣƜ

Ă‡Ƴ þǄƴƛƐ þĭƩƚǄƛ ƒƴƓƚ ăƣƑƟŰƐ ǄĭƑƓƚƛƐ üĭ‡ƟƚǋƕĭþƑĭƴǄƛƐ ƖƑƺƐþƟƋŰƐǋƕĭƓƑƨƟƛƐ ƖƑƯƨǋƚǄƛƐ

486=Ǆ ƕĭǄǄǋǀƟƛƐ þəƐǋƣƛƐ Ĭƺ þĭĭƩƚƛƐ Ɣþƹƣƌ ǌǋǋƚƨǄ

ƕƛŰƣƛƐ ƕĭəƑƮƟŰƐ	ƩƕǄĭ5	ƕƋƨ **45** ǄǄ þƙǀƈ		**45** ĂƛƐ**36** ǄǄ ƕƋƨ		ƕƋƨ **35** ǄǄ ü5ƈ		
		ƩƐþƟƋŰƐ ăþƑĭƴǄƛƐ	ƯƨǋƚǄƛƐ ĬƓƨƟƛƐ	ƩƐþƟƋŰƐ ăþƑĭƴǄƛƐ	ƯƨǋƚǄƛƐ ĬƓƨƟƛƐ	ƩƐþƟƋŰƐ ăþƑĭƴǄƛƐ	ƯƨǋƚǄƛƐ ĬƓƨƟƛƐ	
.015	4.256	.93	2.63	.89	2.40	1.01	2.67	ŎƋžŏƱǈƙ!ƒ ý‡ŏǌ!ƒ Ŏ5 ƨŏŏƺƙ!ƒ
.002	6.532	.92	3.05	1.01	2.67	1.02	2.84	ƓŏƞĂ!Ăǉ‡ƙ!ƒ Ŏ5 ƨŏŏƺƙ!ƒ
.115	2.172	.86	2.48	.88	2.29	.92	2.37	þƒƨ5Űƒ Ŏ5 ƨŏŏƺƙ!ƒ
.010	4.623		2.69		2.44		2.62	ý‡‡ ƨŏŏƺƙ!ƒ ƖƨƒþƺƚƪƨƓƋž

ƨùƋžƶ!ƒ ƨƛŰ ăƨƶƙ (**0.05 ≥ α**) ƚŏƑƓƮơƺ ƚ!Ůþ ƘƒƦ ƽĂƨ5 þĂƞĂ (23) ýĂþƞ!ƒ ǇƋž ǇŏƕƙŏƐ

ƽĂƨù5!ƒ ǇƓùŏƕ!Ă Üþƒƨ5Űƒ Ŏ5 ƨŏŏƺƙ!ƒ þƶƕ ƇƓǉƛƙƪƓƕ ý‡‡ ƨŏŏƺƙ!ƒ ƖƨƒþƺƚƪƨƓƋžƋž Ŏ5Ă þƓƶƕŰƒ ƴŏƋžƞ Ŏ5

Ăǋ ƓƋž‡ ǋŏ5Ƭ ƚƖŏƨƱƕ ƚŏþƶƕ!ƒ ƘƓǉƨƓƖƋž!ƒ ǄƒþƤƙƪƺ Ǆƙ ƚŏƕƓƪơ!ƒ ƘƓƱƪĂƙƋž!ƒ ǇŏƕǅŏƑƓƮơƺ ƚ!þ!ƒ ƚŏƞĂƨ!ƒ

.(24) ýĂþƞ!ƒ Ŏ5 ǇŏƕƋž

ýù‡‡ ƨùŏŏƺƙ!ƒ ƖƨƒþƺƚƪƨƓƋžƋž Ŏ5Ă þƓƶƕŰƒ ƴŏƋžƞ Ŏ5 ƚŏƯƨ5!ƒ ýĂƕƥ Ĭ!ƺ ƨŏƮƙ ƚƞŏƙǈ!ƒ ǉƦǋĂ

.þƒƨ5Űƒ Ŏ5 ƨŏŏƺƙ!ƒ þƶƕ Ŏ5 ƓǌƯ5ƨĂ

(24) üNjqШ

þĎžyΙΙε þkŬ hưĭƨʅ hƨĭþƯǴ hưĭqyǴΙΙε ɭFďþFŧĎžΙΙε

45 ĎžĎž þkΙε hưďƨ	**45** ĂΙΙε**36** ĎžĎž hưďƨ	**35** ĎžĎž üʒε hưďƨ	ƯƨNjŧĎžΙΙε ĬǴFƨӨΙΙε		
			2.67	ŧǈʅ 35 ǇĐž ýpf	Ŏ5 Ƨŏŏʓk!f
		*.27	2.40	ŧǈʅ 45 Ĭ!f36 ǇĐž	ŎďžŏƱǈk!f ý‡ŏnj!f
	.23	.04	2.63	ŧǈʅ 45 ǇĐž Ƨλ‡f	
			2.84	ŧǈʅ 35 ǇĐž ýpf	Ŏ5 Ƨŏŏʓk!f
		.16	2.67	ŧǈʅ 45 Ĭ!f36 ǇĐž	ǴŏɳĂ!Ăǈ‡k!f
	*.38	.21	3.05	ŧǈʅ 45 ǇĐž Ƨλ‡f	
			2.62	ŧǈʅ 35 ǇĐž ýpf	ɭƧfþƍ ŧʅƧǴďžďž
		.19	2.44	ŧǈʅ 45 Ĭ!f36 ǇĐž	ý‡‡ Ƨŏŏʓk!f
	*.26	.07	2.69	ŧǈʅ 45 ǇĐž Ƨλ‡f	

.(**0.05 ≥ α**) ŧ!Ŭþ!f ăĂkʅďž þǈƵ ŧ!fþ *

:ŎkŬf (24) ýĂþɳ!f ǇĐž ǇĐŏhkŏ

Ĭù!ƍ 36 ǇĐžĂ ŧǈʅ 35 ǇĐž ýpĐ Ƨďžƶ!f ŎkF5 ǇĐŏh (**0.05 ≥ α**) ŧŏFǴƬơƍ ŧ!Ŭþ ƘfȒ ŧĂƧ5 þĂɳĂ -

þùp Ă ŎďžŏƱǈk!f ý‡ŏnj!f Ŏ5 Ƨŏŏʓk!f Ŏ5 ŧǈʅ 35 ǇĐž ýpĐ Ƨďžƶ!f ŧF5 Ơ!ǴƬ! ŧĂƧ5!f ƘƇǴɳĂ Üŧǈʅ 45

Ƨùλ‡Đ Ă Ƨùŏŏʓk!f ƘǴŏǈďžƵ ýhΙk! ẑþfþƶkʅƍ Ƨλ‡Đ ƔǴhƬ!f ŧF5 ǇĂ‡! ŧɳŏkǈ!f ǈȒNj ƧĂnjƱ Ŏ5 Ɣhʅ!f þĂƶŏ

.ýďžƶ!f ŧFŏh Ŏ5 ɭþþɳkďž!f Ă ŧλŏþơ!f ƘfƧĂƱk!f yďž ẑŏƬǴďžk

ǇĐùďž Ƨλ‡Đ Ă ŧǈʅ 45 Ĭ!ƍ 36 ǇĐž Ƨďžƶ!f ŎkF5 ǇĐŏh (**0.05 ≥ α**) ŧŏFǴƬơƍ ŧ!Ŭþ ƘfȒ ŧĂƧ5 þĂɳĂ -

Ŏù5Ă ǴùŏɳĂ!Ăǈ‡k!f Ŏ5 Ƨŏŏʓk!f Ŏ5 .ŧǈʅ 45 ǇĐž Ƨλ‡Đ Ƨďžƶ!f ŧF5 Ơ!ǴƬ! ŧĂƧ5!f ƘƇǴɳĂ Ü ŧǈʅ 45

þùƶh! NJù‡fƧþƍ þfƨ Ǵùďžǈ‡ ƻùƱĂďž!f ƧďžƵ þfƨ Ǵďžǈ‡ NJǈĐ ĬǈƵ ýþŏ fȒNjĂ Ü ý‡‡ Ƨŏŏʓk!f ɭƧfþƍ ŧʅƧǴďžďž

.ý‡‡ Ƨŏŏʓk!f ɭƧfþƍ ŧʅƧǴďžďž ƧλŪ Ă ǴŏɳĂ!Ăǈ‡k!f Ŏ5 Ƨŏŏʓk!f

3. ĬDžǂyllǁ üljĐĐžllǁ

(25) üNjǫlllll

Ĭƺ þïĭƩǂllǁ Ɣþƹǫǳ njNjǂƨDžll ăǫƑΘǓǁ DžĭƑƓǂllǁ üĭǂΘǂNj hŭþƑĭyDžllǁ lƑƺƹþΘǅǓǁNj hŭƓƑƨΘllǁ lƑƯƨNjǂDžllǁ

486=Dž ĬDžǂyllǁ üljĐĐžllǁ þĭƩǂDžll ƑƴƓǂ hŭĐžNjlΘllǁ þǝƹNjǫllǁ

hŭllǗǫllǁ hŭǝƑƬΘǓǁ	ƹ hŭĐžĭƨ	ƑĭǂY lƑƨƹþǫ		ƨNjĭþNjllƑlƓ		hŭĭǂl /!NjǂƓǫ ƱĐžǂllĐž		hŭĐžƑY hŭĭNjǆƑk üƨĐƺ		
		ƹƹþΘǓǁ ăþƑĭyĐžllǁ	ƯƨNjǂĐžllǁ ĬƓƑƨΘllǁ	ƹƹþΘǓǁ ăþƑĭyĐžllǁ	ƯƨNjǂĐžllǁ ĬƓƑƨΘllǁ	ƹƹþΘǓǁ ăþƑĭyĐžllǁ	ƯƨNjǂĐžllǁ ĬƓƑƨΘllǁ	ƹƹþΘǓǁ ăþƑĭyĐžllǁ	ƯƨNjǂĐžllǁ ĬƓƑƨΘllǁ	
.751	.403	.91	2.59	.98	2.59	.95	2.48	.88	2.53	ǑǆǒƱljǩ!ƒ ýǂǒnj!ƒ Ǒƽ ƨǒǒƺǩ!ƒ
.878	.226	.98	2.86	1.01	2.86	.98	2.79	1.03	2.88	ƓǒƞĂ!Ăljǂǩ!ƒ Ǒƽ ƨǒǒƺǩ!ƒ
.013	3.653	.85	2.50	.91	2.48	.87	2.31	.87	2.14	þƒƨƽǕƒ Ǒƽ ƨǒǒƺǩ!ƒ
.486	.814		2.63		2.62		2.51		2.51	ýǂǂ ƨǒǒƺǩ!ƒ lƨƒþǫ ǂƪƨƓǆǆ

ƨùƛǕ ăƨùƶǩ **(0.05 ≥ α)** ǂǒƑƓƮơǫ ǂ!Ǘþ ƘƒƦ ŝĂƨƽ þĂƞĂ ǅþƵ (25) ýĂþƞ!ƒ LJǆ LJǒhǩǒ

.þƒƨƽǕƒ Ǒƽ ƨǒǒƺǩ!ƒ þƶhŭ ƇƓljƛǩƪƎhŭ Üýǂǂ ƨǒǒƺǩ!ƒ lƨƒþǫ ǂƪƨƓǆǆ ǑƽĂ þƓƶhŭǕƒ yǒǆƞ Ǒƽ Ǒǆllƶ!ƒ ýNjƋǆ!ƒ

ǂùǒþƶhŭ!ƒ ƘƓùljƨƓlǆ!ƒ ǅƒþƤǩùƪǫ ǅǩ ǂǒhŭƓƪơ!ƒ ƘƓƱƪĂǩǆ!ƒ LJǒhŭ ǾǒƑƓƮơǫ ǂ!ƒþ!ƒ ǂǒƞĂƨ!ƒ ŝĂƨƽ!ƒ LJƓǒhŭ!Ă

.(26) ýĂþƞ!ƒ Ǒƽ LJǒhŭǆ ĂNj ƓǆǂNjǒƽƬ ǂlǒƨƱhŭ

þƓùƶhŭǕƒ ǑpƓhŭ Ǒƽ ƓnjƯƽƨĂ þƒƨƽǕƒ Ǒƽ ƨǒǒƺǩ!ƒ þƶhŭ Ǒƽ ǂǒƯƨƽ!ƒ ýĂhŭp Ĭ!ǫ ƨǒƬǩ ǂƞǒǩlj!ƒ ljƦNjĂ

.ýǂǂ ƨǒǒƺǩ!ƒ lƨƒþǫ ǂƪƨƓǆǆ ǑƽĂ

(26) üNjǫlllll

ĬDžǂyllǁ üljĐĐžllǁ þǩǗ LjĭƨƪhŭŝĭþƯƓ hŭĭǫyƓllǁ lƑǆþƑŝĐžllǁ

lƑƨƹþǫ ƑĭǂY	ƨNjĭþNjllƑlƓ	hŭĭǂl /!NjǂƓǫ ƱĐžǂllĐž	hŭĭNjǆƑk üƨĐƺ hŭĐžƑY	ƯƨNjǂĐžllǁ ĬƓƑƨΘllǁ		
				2.14	ýpƋƽ ǂǆƓƵ ǂǒĂljƓƛ	Ǒƽ ƨǒǒƺǩ!ƒ þƒƨƽǕƒ
			.17	2.31	ǂǒllǂ /ǅĂllhŭþ	
		.17	*.34	2.48	ƩĂǒƨĂ!Ɠǂhŭ	
	.02	.19	.36	2.50	Ɠǒllƶ ƘƓƪƒƨþ	

* .(0.05 ≥ α) ǂ!Ǘþ!ƒ ăĂǩƪǆ þljƵ ǂ!ƒþ

ǂùǆƓƵ ǂùǒĂljƓƛ LJǒhŭ **(0.05 ≥ α)** ǂǒƑƓƮơǫ ǂ!Ǘþ ƘƒƦ ŝĂƨƽ þĂƞĂ (26) ýĂþƞ!ƒ LJǆ LJǒhǩǒ

NjƑƓùǩlj!ƒ ljƦNjƨĂnjƱ ljƦNj Ǒƽ Ɣhŭƪ!ƒ þĂƶǒ þp Ă ƩĂǒƨĂ!Ɠǂhŭ Ơ!ƓƬ! ŝĂƨƽ!ƒ ƘƇƓƞĂ ƩĂǒƨĂ!ƓǂhŭĂ ýpƋƽ

Ĭ ùĪŽ ǈĴŏĪ Ţ Ǵơ!ƒ ǈĴǆ ĎŇǆƧŏ Ƹ ǈĴǆ ƧŏŏƺƘ!ƒ ƗŏĪǆƶ! Ǘ ǂƒƧƥ ƧƛǂĐ Σ ĂŏƧĂ!Ǵǂƕ!ƒ ƗηƧƥ ĬĪŽ ǈĴŏĪ Ţ Ǵơ!ƒ ǈĴĂǂ!

.ĎŋǆƘ5ǴĪƛ Ă ĎŋǆǆŏĪƶƘ ăĂƘƪǆ ƳǴƼƘƧǗ Ⅱ!ŖĂ Ü Ĭ ǈǆƥĐ ƘƒƥǴŋǆŢ

.4 ƕĎŽƍǪⅡƐ ƪ ƐŇǆƨ

(27) üŇƍⅢ

Ĭ ƺ ƥĭĭ Σ ǂⅡƐ Ɣ ƥƐƍǆ ŋǆŇǂƨĎŽⅡ ăƍƑƟŬƐ ĎŽĭƑǴǂⅡƐ üĭǂƟǂŇ ƕĭƥƑĭƴĎŽⅡƐ ƪ ƑƺƐƥƟǆŬƐŇ ƕĭǴƑƨƟⅡƐ ƪ ƑƲƨ ŇǂĎŽⅡƐ

486=Ďž ƕĎŽƍǪⅡƐ ƪ ƐŇǆƨ ƥĭ Σ ǂĎŽⅡ ƑƴǴǂ ƕĭĎŽŇǆƖƟⅡƐ ƥƏƐŇƍⅢƐ

ƕⅡŰƍⅡƐ ƕĭƏƑŢƟŰƐ	ƕĎŽĭƼ Ƹ	16 ƕǆƨ ƥƘⅠƑƺ		15 ĂⅡƐ 11 ƕǆƨ		10 ĂⅡƐ 6 ƪ ƐŇǆƨ		5 ƪ ƐŇǆƨ üƼĐƺ		
		Ƹ ƐƥƟǆŬƐ ăƥĭƴĎŽⅡƐ	ƲƨŇǂĎŽⅡƐ ĬǴƑƨƟⅡƐ	Ƹ ƐƥƟǆŬƐ ăƥĭƴĎŽⅡƐ	ƲƨŇǂĎŽⅡƐ ĬǴƑƨƟⅡƐ	Ƹ ƐƥƟǆŬƐ ăƥĭƴĎŽⅡƐ	ƲƨŇǂĎŽⅡƐ ĬǴƑƨƟⅡƐ	Ƹ ƐƥƟǆŬƐ ăƥĭƴĎŽⅡƐ	ƲƨŇǂĎŽⅡƐ ĬǴƑƨƟⅡƐ	
.003	4.680	.96	2.58	.88	2.34	.91	2.54	.96	3.01	ýǂŏŋ!ƒ Ŏ5 ƧŏŏƺƘ!ƒ ŎǆŏƱǈƘ!ƒ
.001	5.858	.98	3.01	.99	2.53	.97	2.82	1.05	2.76	ǴŏηĂ!Ăǈǂƙ!ƒ Ŏ5 ƧŏŏƺƘ!ƒ
.089	2.187	.91	2.39	.84	2.31	.91	2.30	.74	2.72	ƥƒƧ5Ū̄ƒ Ŏ5 ƧŏŏƺƘ!ƒ
.011	3.769		2.63		2.38		2.54		2.86	ƧŏŏƺƘ!ƒ ƖƧƒƥƍ ǂƪ ƧǴǆǆǆ ýǂǂ

ƘƒĂǈùƪ ƧƛŪ ăƨƶƘ (**0.05** ≥ **α**) ƗŏƑǴ Ţ ơƍ Ɨ!Ŭƥ ƘƒŖ ƾĂƧ5 ƥĂηĂ (27) ýĂƥη!ƒ ǈǆǆ ǈĴŏƕƘŏ

ǈǴùŏƕ!Ă ŬƥƒƧù5Ū̄ƒ Ŏ5 ƧŏŏƺƘ!ƒ ƥƶƕ ǄǴǈƛƘƪ ƕ Üýǂǂ ƧŏŏƺƘ!ƒ ƖƧƒƥƍ ǂƪ ƧǴǆǆǆ Ŏ5Ă ƥǴƶƕŪ̄ƒ ƴŏǆη Ŏ5 ƗǆƥƤ!ƒ

ŇŎƼŢ ƗǀŏƧƱƕ ƗŏƥƶƕƔ!ƒ ƘǴǈƧǴǀǆ!ƒ ĎžƒƥƤƘƪƍ Ďž Ɨŏ ƕǴƪ ơ!ƒ ƘǴƱƪĂƘǆ!ƒ ǈĴŏƕ ǗŏƑǴ Ţ ơƍ Ɨ!ƒƥ!ƒ ƗŏηĂƨ!ƒ ƾĂƧ5!ƒ

.(28) ýĂƥη!ƒ Ŏ5 ǈĴŏƕǆ ĂŇ ǴǆǄ

ƥǴùƶƕŪ̄ƒ ŎƥǴƕ Ŏ5 ǴŋǆĂƕƥĂ ƥƒƧ5Ū̄ƒ Ŏ5 ƧŏŏƺƘ!ƒ ƥƶƕ Ŏ5 Ɨŏ ƲƧ5!ƒ Ʋ 5Ƨ Ĭ!ƍ ƧŏŢƘ ƗηŏƘǈ!ƒ ǈǆŖŇĂ

.ýǂǂ ƧŏŏƺƘ!ƒ ƖƧƒƥƍ ǂƪ ƧǴǆǆǆ Ŏ5Ă

(28) üNjǫШ

ƕĐǍǫƢǁƐ ƖƐNjǖƨ ƥƙǓ ǇǰƻƮ ƕƽǐƥƯǤ ƕǐǫƴǤǁƐ ƖƑǖƥƑƽĐǅǁƐ

ƕǖƨ **16** ƥƙǀƑǮ	Ǎǁƅ **11** ƕǖƨ **15**	**10** Ǎǁƅ **6** ƖƐNjǖƨ	ƖƐNjǖƨ **5** üƹĐǮ	ƯƨNjǂĐǅǁƐ ǏǤƑƨƟǁƐ		
				3.01	ýpƎ5 ƘƒǍǇƮ 5	ǑǖǒƱǇƙ!ƒ ýǂǒǌ!ƒ Ǒ5 ƧǒǒƷƙ!ƒ
			.46	2.54	ƘƒǍǇƮ 10 Ǐ!ƒ 6	
		.21	*.67	2.34	ǂǇƮ 15 Ǐ!ƒ 11	
	-.25	-.04	.43	2.58	ƧƛǂǤ5 ǂǇƮ 16	
				2.76	ýpƎ5 ƘƒǍǇƮ 5	ǤǒƞǍ!ǍǇǂƙ!ƒ Ǒ5 ƧǒǒƷƙ!ƒ
			-.06	2.82	ƘƒǍǇƮ 10 Ǐ!ƒ 6	
		.29	.23	2.53	ǂǇƮ 15 Ǐ!ƒ 11	
	*-.48	-.18	-.24	3.1	ƧƛǂǤ5 ǂǇƮ 16	
				2.86	ýpƎ5 ƘƒǍǇƮ 5	ýǂǂ ƧǒǒƷƙ!ƒ ƖƧƒƥǫ ǂƮƧǤǖǖ
			.32	2.54	ƘƒǍǇƮ 10 Ǐ!ƒ 6	
		.17	*.49	2.38	ǂǇƮ 15 Ǐ!ƒ 11	
	-.26	-.09	.23	2.63	ƧƛǂǤ5 ǂǇƮ 16	

.(**0.05** ≥ **α**)ǂ!Ǔƥ!ƒ ǎǍƙƮǖ ƥǇƷ ǂ!ƒƥ*

:ǑƙǓƒ (28) ýǍƥƞ!ƒ ǇǖǇǒƕƙǒ

- ǍƞǍ ƥ5ƧǍƫ ƙƒƦ ƥǓ!ǂ (**0.05** ≥ **α**) ǂǒǦƮơǫ ǇǒƕƑ5ƙǑ ǂǖƥƤ!ƒ 5 ƘƒǍǇƮ 5 ýpƎ5 11Ǎ 15 Ǐ!ǫ

ǑƑǍ ǑǖǒƱǇƙ!ƒ ýǂǒǌ!ƒ Ǒ5 ƧǒǒƷƙ!ƒ Ǒ5 ýpƎ5 ƘƒǍǇƮ 5 ǂǖƥƤ!ƒ ǂƑ5 ƠǃǤƮ! ƫǍƧƽ!ƒ ƘƇƞǍ ǗǂǇƮ

ǇǖǇ ƫƕǀƙ ƧƛǂƉ ǂǖƥƤ!ƒ ǑƛǒƥơǇ Ǎǂ! ǂƞǒƙǇ!ƒ ǇƦǊ ƧǍǌǓ ǂƛơǤƕ!ƒ ǍƨƶƙǍ ýǂǂ ƧǒǒƷƙ!ƒ ƖƧƒƥǫ ǂƮƧǤǖǖ

ƘǤǒǁǖƷ ǇǍư ƧǤƶǒ ǤǖǡƕƍǤƩ ǇǒƦ!ƒ Ǎ ǂǁǒǍƱ!ƒ ǂǖƥƤ!ƒ ƔǤơƮƉ ǇǖǇ ƧǒǒƷƙ!ƒ ƖƧƒƥǫ ǂƮƧǤǖǖ! ǄNjƧǒƩ

.ƧǒǒƷƙ!ƒ

- ǍƞǍ ƥ5ƧǍƫ ƙƒƦ ƥǓ!ǂ (**0.05** ≥ **α**) ǂǒǦƮơǫ ǇǒƕƑ5ƙǑ ǂǖƥƤ!ƒ 11 Ǐ!ǫ 15 ǂǇƮ 16Ǎ ǂǇƮ

ǗƧƛǂƎ5 ƘƇƞǍ ƫǍƧƽ!ƒ ƠǃǤƮ! ýƒǂƑ5 11- 15 ǂǇƮ. Ǒ5 ƧǒǒƷƙ!ƒ Ǒ5 ǤǒƞǍ!ǍǇǂƙ!ƒ Ǘ Ǎ ƒƦǊ ýƥǒ ǇƉ

.ǇƮ!ƒ ƧǤǂ ǇǖǇ ǤǒƞǍ!ǍǇǂƙ!ƒ Ǒ5 ƧǒǒƷƙ!ƒ ǂƮƧǤǖǖǁ! ƫƕǀƙ ƧƛǂƉ ǂǖƥƤ!ƒ ǑƛǒƥơǇ

[illegible] .5

(29) [illegible]

[illegible] " [illegible] " [illegible]

486=[illegible]

[illegible]	[illegible]	[illegible]		[illegible]		
		[illegible]	[illegible]	[illegible]	[illegible]	
.004	2.891	.93	2.48	.93	2.76	[illegible]
.038	2.078	1.04	2.78	.86	3.00	[illegible]
.001	3.280	.88	2.29	.87	2.59	[illegible]
.002	3.116		2.50		2.77	[illegible]

[illegible] (**0.05** ≥ **α**) [illegible] (29) [illegible]

[illegible]

[illegible] (**0.05** ≥ **α**) [illegible]

[illegible]

(30) [illegible]

[illegible]

486=[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	. Beta	[illegible]
.000	208.108	.634	.796	.000	4.796	.200	القيم التنظيمية
				.003	-3.006	-.101	المعتقدات التنظيمية
				.000	6.805	.281	الاعراف التنظيمية المعايير والمقاييس
				.000	11.902	.467	التوقعات التنظيمية

[illegible]: ممارسة إدارة التغيير ككل

[illegible] (0.634) [illegible] %63.4 [illegible] 4.796 [illegible] 0.000 [illegible] 3.006- [illegible] 0.003 [illegible] 6.805 [illegible] 0.000 [illegible] 11.902 [illegible] .0.000

[illegible]

(**0.05** $\geq$ **α**) njNjŧø ƨ Dž ǫdžY ƕŏəǷ Ƭ Ɵə ƕŀŰǫ NjP !Ʊj Nj ǏǴƑ ɯŏə ƥƙƈ ǫƜNjĭ :ĂƖNjǗƐ ƕĭY ƥƺƖƐ ƕĭƬ ƥƺƖƐ

ƥəƐNjǫøƖƐ Ǐ ø ƺ DžĭŧDžƑøƴƖƐ njǫƖ **التغيير في الهيكل التنظيمي** njNjŧ ƨ Dž Ăŧ Y ƕĭDžĭưŧƖƐ ƕƺƑƽƙƖƐ njNjŧ ƨ DžƖ

.ǫǴƥə ƕưƺƑƟDž Ǐ ƺ ƕĭDžNjǀƟƖƐ

ŧù5ǴƖƛ!ƒ ăĂƙù ƪdž ƧùƛǕ ƥƥƶƙdž!ƒ ƧƒƥơǉǗƒ ƴŏƖơƙ DžƒƥƤƙƪǫ Džƙ ŧŏ ư Ƨ5!ƒ ljƦNj ŧơ Ƭ LJdž ƾ ǀơƙƖ!

ŧùƱ5Ǵơdž Ŏ5 ŧŏdžĂŧơ!ƒ ƧƑƒĂƥ!ƒ Ŏ5 LJŏƖdžǴƶ!ƒ ăƥ! التغيير في الهيكل التنظيمي ăĂƙƪdž ǏƖƵ ŧŏdžŏƱljƙ!ƒ

.ŎƙǗƒ ƴĂƥƞ!ƒ Ŏ5 LJŏƕdž ĂNj Ǵdžŧ ǗƥƕƧǫ

(31) üNjǫƜ

njǫƖ **التغيير في الهيكل التنظيمي** njNjŧ ƨ Dž Ăŧ Y ƕĭDžĭưŧƖƐ ƕƺƑƽƙƖƐ njNjŧ ƨ Dž ƥƙǗ ƥƐǫƟǉǗƐ üĭŧƟŧ

486=Dž ǫǴƥə ƕưƺƑƟDž Ǐ ƺ ƕĭDžNjǀƟƖƐ ƥəƐNjǫƖƐ Ǐ ƺ DžĭŧDžƑƴƖƐ

ƕŀŰǫ Ƹ ƕĭəǷ Ƭ ƟǕƐ	ƕDžĭ5 Ƹ	DžĭƑǴŧƖƐ ƥ ƨ ƺDžƖƐ	ƱƑǴŧƥǕƐ	ƕŀŰǫ ƚ ƕĭəǷ Ƭ ƟǕƐ	ƕDžĭ5 ƚ	**. Beta**	üƾŧ ƨ DžƖƐ ƥĭƩŧDžƖƐ
.000	155.539	.564	.751	.000	4.538	.207	القيم التنظيمية
				.004	-2.902	-.106	المعتقدات التنظيمية
				.000	4.702	.212	الاعراف التنظيمية المعايير والمقاييس
				.000	11.182	.479	التوقعات التنظيمية

ƴƙǴƙ!ƒ Ƨŏƺƙdž!ƒ: التغيير في الهيكل التنظيمي

NjƙdžŏƤ Ǵdž ƘƧƪ5 ŧŏdžŏƱljƙ!ƒ ŧ5ǴƖƛ!ƒ LJD ĭ D (0.564) ƩƖƕ Ƨƪ5dž!ƒ LJŏǴƕƙ!ƒ LJD ljǘƵD ƴĂƥƞ!ƒ LJdž LJŏƕƙŏ

ŧùŏdžŏƱljƙ!ƒ Džŏù ƖƖ! ǬŏƑǴ Ƭ ơƒ ƴƒƥ ŎƕǴƞŏǫ ƧƛD ƥĂƞĂ LJŏƕƙ Ǵdžŧ ǗŎdžŏƱljƙ!ƒ ƴŧŏnj!ƒ Ŏ5 Ƨŏŏƺƙ!ƒ LJdž %56.4

ƧùƛD ƥĂùƞĂĂ Ü0.000 ŧŏƑǴ Ƭ ơƒ ŧ!ǕƥƕĂ 4.538 Ƙ ŧdžŏƤ Ƙƺƙƕ Ʀǫ ŎdžŏƱljƙ!ƒ ƴŧŏnj!ƒ Ŏ5 Ƨŏŏƺƙ!ƒ ǏƖƵ

2.902- Ƙ ŧdžŏƤ Ƙƺƙƕ Ʀǫ ŎdžŏƱljƙ!ƒ ƴŧŏnj!ƒ Ŏ5 Ƨŏŏƺƙ!ƒ ǏƖƵ ŧŏdžŏƱljƙ!ƒ ƘƒƥƖƙƶdžƖƖ! ǬŏƑǴ Ƭ ơƒ ƴƒƥ ŎƕƖƪ

Ʃ ŏŏǴùƖdž!ƒĂ Ƨŏŏƶdž!ƒ)ŧŏdžŏƱljƙ!ƒ ƻƒƧƵǖ! ǬŏƑǴ Ƭ ơƒ ƴƒƥ ŎƕǴƞŏǫ ƧƛD ƥĂƞĂĂ Ü0.004 ŧŏƑǴ Ƭ ơƒ ŧ!ǕƥƕĂ

ƧùƛD ƥĂƞĂĂ Ü0.000 ŧŏƑǴ Ƭ ơǫ ŧ!ǕƥƕĂ 4.702 Ƙ ŧdžŏƤ Ƙƺƙƕ Ʀǫ ŎdžŏƱljƙ!ƒ ƴŧŏnj!ƒ Ŏ5 Ƨŏŏƺƙ!ƒ ǏƖƵ (

11.182 Ƙ ŧdžŏƤ Ƙƺƙƕ Ʀƒ ŎdžŏƱljƙ!ƒ ƴŧŏnj!ƒ Ŏ5 Ƨŏŏƺƙ!ƒ ǏƖƵ ŧŏdžŏƱljƙ!ƒ ƘǴƶƤĂƙƖ! ǬŏƑǴ Ƭ ơǫ ƴƒƥ ŎƕǴƞŏǫ

.0.000 ŧŏƑǴ Ƭ ơƒ ŧ!ǕƥƕĂ

. Ǐ!ĂǕƒ ŧŏƵƧ5!ƒ ŧŏ ư Ƨ5!ƒ ƴĂƕƤ Ǐ!ǫ ƧŏƬƙ ŧƞŏƙlj!ƒ ljƦNjĂ

(**0**.05 ≥ **α**) njNjŁø ƨĎž ƣǆY hiĭĎǯŢƟđ hiǁǗƣ NjP !Ƒlj Nj ĬǤǷƜĭđ ƥƙƈ ƣƜNjĭ :hiĭǆǷƙǁƐ hiĭYƥƻǁƐ hiĭŢƥƻǁƐ

hiĭĎŽNj|ƟǁƐ ƥƋƐNjƣǁƐ Ĭǥ DžĭŧĎǮƴǁƐ njƣǁ **التغيير في التكنولوجيا** njNjŁƨĎž ĂŧY hiĭĎŽĭƲǆŧǁƐ hiǥǷʂƙǁƐ njNjŁƨĎžǁ

.ƣǤƥđ hiƿǥǷƟĎž Ĭǥ

Łù5ǤǀĂ!ƒ ăĂƙù˥ǆž ƧùƛǕ ƥƥƺƙǆž!ƒ ƧƒƥơǉǗƒ ýǒǁơƙ DžƒƥƤƙ˥ǫ Džƙ ŁǒƯƧƼ!ƒ ljŖNj ŁơŢ LJǆž ʂ|ơƙǁ!

ǗƥùhiƧǫ ŁƲ5ǤơǆžǑ5 ŁǒǆžĂŧơ!ƒ ƧƒƒĂƥ!ƒ Ǒ5 LJǒǁǆžǤƺ!ƒ ăƥ! ǤǒηĂ!Ăljŧƙ!ƒ Ǒ5 Ƨǒǒƺƙ!ƒ ăĂƙ˥ǆž ĬǁƵ ŁǒǆžǒƲljƙ!ƒ

.ǑƙǗƒ ýĂƥη!ƒ Ǒ5 LJǒhiǆž ĂNj Ǥǆžŧ

(32) üNjƣǁ

DžĭŧĎǮƴǁƐ njƣǁ ƑĭƜNjǁNjǆž|ŧǁƐ Ĭǥ ƥĭĭƸŧǁƐ njNjŁƨĎž ĂŧY hiĭĎŽĭƲǆŧǁƐ hiǥǷʂƙǁƐ njNjŁƨĎž ƥƙǓ ƥƐƣƟǆžǗƐ üĭŧƟŁ

ƣǤƥđ hiƿǥǷƟĎž Ĭǥ hiĭĎŽNj|ƟǁƐ ƥƋƐNjƣǁƐ Ĭǥ

üʂŁƨĎžǁƐ ƥĭƸŁĎžǁƐ	. Beta	l hiĎžĭƽ	l hiǁǗƣ hiĭƋǷŢƟǕƐ	ǓǷǤŧƥǗƐ	DžĭǷǤŧǁƐ ƥƨƻĎžǁƐ	ƸhiĎžĭƽ	Ƹ hiǁǗƣ hiĭƋǷŢƟǕƐ
القيم التنظيمية	.150	2.996	.003	.687	.471	107.280	.000
المعتقدات التنظيمية	-.012	-.296	.767				
الاعراف التنظيمية المعايير والمقاييس	.264	5.311	.000				
التوقعات التنظيمية	.370	7.847	.000				

ƴƙǤƙ!ƒ Ƨǒƺƙǆž!ƒ: التغيير في التكنولوجيا

Ǥùǆž ƘƧ˥5 ŁǒǆžǒƲljƙ!ƒ Ł5ǤǀĂ!ƒ LJD ĭD (0.471) ƸǁǗ Ƨ˥ʂǆž!ƒ LJǒǤhiƙ!ƒ LJD ljǖƵD ýĂƥη!ƒ LJǆž LJǒhiƙǒ

ŁùǒǆžǒƲljƙ!ƒ Džǒ|ǁ! ƢǒƑǤŢơƒ ýƒƥ ǑhiǤηǒǫ ƧƛD ƥĂηĂ LJǒhiƙ Ǥǆžŧ ǗǤǒηĂ!Ăljŧƙ!ƒ Ǒ5 Ƨǒǒƺƙ!ƒ LJǆž %47.1 NJƙǆžǒƥ

ƧùƛD ƥĂùηĂ DžƥƵĂ Ǘ0.003 ŁǒƑǤŢơƒ Ł!ǓƥhiĂ 2.996 Ƙ ŁǆžǒƥƘƺǁǗ ƦǫǤǒηĂ!Ăljŧƙ!ƒ Ǒ5 Ƨǒǒƺƙ!ƒ ĬǁƵ

Łù!ǓƥhiĂ 0.296- Ƙ ŁùǆžǒƥƘƺǁǗ ƦǫǤǒηĂ!Ăljŧƙ!ƒ Ǒ5 Ƨǒǒƺƙ!ƒ ĬǁƵ ŁǒǆžǒƲljƙ!ƒ Ƙƒƥ|ƙƺǆžǁ! ƢǒƑǤŢơƒ ýƒƥ

ĬùǁƵ (ƩǒǒǤ|ǆž!ƒĂ ƧǒǒǤƺǆž!ƒ) ŁǒǆžǒƲljƙ!ƒ ƻƒƧƵǖ! ƢǒƑǤŢơǫ ýƒƥ ǑhiǤηǒǫ ƧƛD ƥĂηĂĂ Ǘ0.767 ŁǒƑǤŢơƒ

ýƒƥ ǑhiǤùηǒǫ ƧƛD ƥĂηĂĂ Ǘ0.000 ŁǒƑǤŢơƒ Ł!ǓƥhiĂ 5.311 Ƙ ŁǆžǒƥƘƺǁǗ ƦǫǤǒηĂ!Ăljŧƙ!ƒ Ǒ5 Ƨǒǒƺƙ!ƒ

ŁǒƑǤùŢơƒ Ł!ǓƥhiĂ 7.847 Ƙ ŁǆžǒƥƘƺǁǗ ƦǫǤǒηĂ!Ăljŧƙ!ƒ Ǒ5 Ƨǒǒƺƙ!ƒ ĬǁƵ ŁǒǆžǒƲljƙ!ƒ ƘǤƺƥĂƙǁ! ƢǒƑǤŢơǫ

.0.000

.ŁǒljǤĂ!ƒ ŁǒƵƧƼ!ƒ ŁǒƯƧƼ!ƒ ýĂhiƥ Ĭ!ǫ ƧǒƮƙ Łηǒƙlj!ƒ ljŖNjĂ

(**0.05 ≥ α**) njNjŁø ƨ DŽ ǫdžY hŭĭǝƑƬΘǡ hǁŰǫ NjP !Ƒǉ Nj ĬǴƑШĭǡ βkǒ ǫШNjĭ :hǩǁƑkǁƐ hĭYβƧǁƐ hĭƮβƧǁƐ

Ĭøƺ hĭĎŽNj|ΘǁƐ βƌƐNjǫǁƐ Ĭƺ DžĭŧDŽƑyǁƐ njǫǁ **التغيير في الأفراد** njNjŁƨ DŽ ĂŧY hĭĎŽĭưǁŧǁƐ hƺƑʂǩǁƐ njNjŁƨ DŽǁ

.ǫǴβǡ hưƺƑΘDŽ

Łù5ǴǀÅ!ƒ ăĂǩù˥dž ƧùÅŰ ββƶǩdž!ƒ ƧƒβơǉŰƒ ýǒǁơǩ DžƒβƤǩ˥ǫ Džǩ Łŏ ư Ƨ5!ƒ ǉƦNj ŁơƮ ǇJdž ʂ|ơǩǁ!

Ǵùdžŧ ŰβhƧǫ ŁƱ5Ǵơdž Ŏ5 ŁŏdžĂŧơ!ƒ ƧƒƒĂβ!ƒ Ŏ5 ǇJŏǁdžǴƶ!ƒ ăβ! في الأفراد Ƨŏŏƺǩ!ƒ ăĂǩ˥dž ĬǁƵ ŁŏdžŏƱǉǩ!ƒ

.ŎǩŰƒ ýĂβη!ƒ Ŏ5 ǇJŏhdž ĂNj

(33) üNjǫШ

üĭŧΘŁ βƐǫΘǜŰƐ βǩŬ njNjŁƨ DŽ hƺƑʂǩǁƐ hĭĎŽĭưǁŧǁƐ ĂŧY njNjŁƨ DŽ βĭƩŁǁƐ **في الأفراد** njǫǁ DžĭŧDŽƑyǁƐ Ĭƺ

486= DŽ ǫǴβǡ hưƺƑΘDŽ Ĭƺ hĭĎŽNj|ΘǁƐ βƌƐNjǫǁƐ

ƩhǁŰǫ hĭǝƑƬΘŰƐ	Ʃ hĭDŽĭƽ	DžĭƑǴŁǁƐ β ƨ ƶDŽǁƐ	ŬƑǴŁβŰƐ	l hǁŰǫ hĭǝƑƬΘŰƐ	l hĭDŽĭƽ	**. Beta**	üʂŁ ƨ DŽǁƐ βĭƩŁDŽǁƐ
.000	102.816	.461	.679	.002	3.173	.161	القيم التنظيمية
				.001	-3.409	-.139	المعتقدات التنظيمية
				.000	6.089	.305	الاعراف التنظيمية المعايير والمقاييس
				.000	7.599	.362	التوقعات التنظيمية

yǁǴǩ!ƒ Ƨŏƺǩdž!ƒ: التغيير في الأفراد

Ǵùdž ƘƧ˥5 ŁŏdžŏƱǉǩ!ƒ Ł5ǴǀÅ!ƒ ǇJD ĭ D (0.461) Ʃǁǁh Ƨ˥5dž!ƒ ǇJŏǴhǩ!ƒ ǇJD ǉűƵD ýĂβη!ƒ ǇJdž ǇJŏhǩŏ

Ĭ ù ǁƵ ŁŏdžŏƱǉǩ!ƒ Džŏ|ǁ! ǾŏƑǴƮơƒ ýƒβ ŎhǴηŏǫ ƧǀD βĂηĂ ǇJŏhǩ Ǵdžŧ ŰβƒƧ5Űƒ Ŏ5 Ƨŏŏƺǩ!ƒ ǇJdž %46.1 Nǩdžŏp

ýƒβ Ŏhǁù˥ ƧùǀD βĂùηĂĂ Ű0.002 ŁŏƑǴù Ʈơǫ Ł!ŰβhĂ 3.173 Ƙ Łdžŏp Ƙƺǁǁh Ʀǫ βƒƧ5Űƒ Ŏ5 Ƨŏŏƺǩ!ƒ

ŁŏƑǴù Ʈơǫ Łù!ŰβhĂ 3.409- Ƙ Łdžŏp Ƙƺǁǁh Ʀǫ βƒƧ5Űƒ Ŏ5 Ƨŏŏƺǩ!ƒ ĬǁƵ ŁŏdžŏƱǉǩ!ƒ Ƙƒβ|ǩƶdžǁ! ǾŏƑǴƮơǫ

Ŏù5 Ƨùŏŏƺǩ!ƒ ĬǁƵ Σ ŏŏǴ|dž!ƒĂ ƧŏŏǴƶdž!ƒ ŁŏdžŏƱǉǩ!ƒ Ƶ ƒƧƵű! ǴŏƑǴƮơǫ ýƒβ ŎhǴηŏǫ ƧǀD βĂηĂĂ Ű0.001

ǾŏƑǴù Ʈơǫ ýƒβ ŎhǴùηŏǫ ƧùǀD βĂùηĂĂ Ű0.000 ŁŏƑǴƮơƒ Ł!ŰβhĂ 6.089 Ƙ Łdžŏp Ƙƺǁǁh Ʀǫ βƒƧ5Űƒ

.0.000 ŁŏƑǴƮơǫ Ł!ŰβhĂ 7.599 Ƙ Łdžŏp Ƙƺǁǁh Ʀƒ βƒƧ5Űƒ Ŏ5 Ƨŏŏƺǩ!ƒ ĬǁƵ ŁŏdžŏƱǉǩ!ƒ ƘǴƶpĂǩǁ!

.ŁÅ!ǴÅ!ƒ ŁŏƵƧ5!ƒ Łŏ ư Ƨ5!ƒ ýĂhp Ĭ!ǫ ƧŏƬǩ Łηŏǩǉ!ƒ ǉƦNjĂ

ŁŏdžŏƱǉǩ!ƒ Ƙƒβ|ǩƶdž!ƒ Ł ƮǴƤĂ ŁŏdžŏƱǉǩ!ƒ Ł5ǴǀÅ! ŁǉĂŧdž!ƒ Ƨ ƮǴǉƶ!ƒ Ƨ5Ăǩ ǇJD Łηŏǩǉ!ƒ ǉƦNj ƧǬƱǩĂ

ƧƒƒĂβù!ƒ Ŏ5 ŁŏdžŏƱǉǩ!ƒ Ł5ǴǀÅǁ! ŁǉĂŧdž!ƒ Ƨ ƮǴǉƶ!ƒ Ƨ5ƒĂǩ ŁŏdžNjD ĬǁƵ ýβŏ ƒƦNjĂ ŰƧŏŏƺǩ!ƒ ǀƧƒβǫ ĬǁƵ ƧǀƋǩ

[illegible]

[illegible] : [illegible]

[illegible] (275) [illegible] (%56.6) [illegible] (211) [illegible] (%43.4) [illegible] (35) [illegible]:

(34) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]
1	عقد دورات تدريبية وورشات عمل متخصصة لجميع الموظفين بدون إستثناء وبشكل عادل وبما يتناسب مع التطورات و احتياجات العمل المتجددة	200	%23.1
2	[illegible]	150	%17.3
4	وضع الموظف المناسب بمكانه المناسب حسب درجته وفئته وخبرته ودراسته	100	%11.5
10	[illegible]	68	%7.8
5	[illegible]	50	%5.7
3	[illegible]	40	%4.6
16	الإلتزام بالوقت اثناء الدوام واثناء إنجاز العمل، والعمل على مراقبة الدقة والسرعة في إنجاز المهام من قبل الإدارة العليا	39	%4.5
13	[illegible]	35	%4.0
8	الحرص على متابعة مايستجد من تطوير للبرامج التي تخدم العمل بإستمرار من قبل الإدارة العليا	34	%3.9
6	[illegible]	33	%3.8
12	[illegible]	30	%3.4
14	القضاء على الروتين من خلال إختصار الخطوات الإجرائية	23	%2.6
9	[illegible]	17	%1.9
11	[illegible]	15	%1.7
7	[illegible]	14	%1.6
15	تشجيع العمل بروح الفريق و خلق جو من التنافس البناء بين الموظفين	10	%1.1
17	[illegible]	7	%0.8
	[illegible]	865	%100

عقد دورات تدريبية " ƟƒƧùƙƿŰƒ ƇǴƞ ƥƲƨǫ ƗƯ5ǴƠƽ Ŏ5 ƗŏƽĂƗƠ!ƒ ƧƑƒĂƥ!ƒ Ŏ5 ǈŏǆƽǴƶ!ƒ ƧƯǇ ƗnjƞĂ ǈƽ

وورشات عمل متخصصة لجميع الموظفين بدون إستثناء وبشكل عادل وبما يتناسب مع التطورات

وإحتياجات العمل المتجددة" Ŏ5 ƗƵƙƧƽ!ƒ ĂŰ!Ĭ Ă ƙƲƗƧƒƧ ǅǆƲ (200) ǈƽ ǈŏùƲ ƙƧƒƠùǴƘ !ùƥƵǅ

ƽǈƙĂă ƙƨǆŏƨ ƙùƨƥƒƧǇ !ƙƺŏŏùƧ 5ùŎ ƶƙǵƧ ƗƫǴ5ƗǈǇŏƽƗ ƲƽǴ ǫŏǆƞǴƲǺ ƵǅĬ ƽǈƙĂă ƙƨǆŏƨ ǈƗƧ!ǫ Ŏ5 ǈŏǆƽǴƶ!ƒ

ƥƒĂƧ ƗƠƗĂƽŏƗ ƗƯ5ǴƠƽ! ƥƲƨǫ Ü ĂƥƿƵ ŏƵĂƥ Ʀ!!Ǭ ƨƾƲƗ ǫ!Ĭ Ŏ5 ǈŏǆƽǴƶ!ƒ ǫƙƗǈǴƘ ƽnjùǴƧƒƘ ƞƥŏùƥǈ

ĂǈǴƵǅŏƧ ƽƵǇ Ǆǆƒ!ƭ ƙǆŏƨ ƟƧƨ ƙƙǆŏƨƲƒǈ ƙƥƠƙùĂĭ

ǈƽƗ ƙƥƲŏƗ ƗǊ ŏƽƵ!ƒ ƘƽǴƙ ŏ!ƙ ƵǅǆǴƠ ǈǌƥƲƒƙǆƽ Ă ƲƧƒƙǆƽ Ŏ5 ƽǴƞùǴý ƒ!ƭƙǴ5ƗùƗ ŏǇŏƽǆŏƗùƗ Ă

ƗƧǆ ŏƨƨŏ!ƒ Ü ƙǆǇǕƙ ƟƒƙƿŰƒ " ƨŏƤǴƙ ƙƥǴƽ!ƒĂƠƒƨ ƒƽǈǆƽƗ ĂƶƥŏƨƧ ǆǆǴƞƨƒƘ ƒƽǅƵŏǈ " Ă ƥùƿ

ƗŏƵƨƠ ƗƒǈĂƨƥ ƙƧƒƥƨ ƙƗƧŏƲƧùǴ ƨƲƘùǴƥ ƒƽƙ!ƒùƠĂƨƒƨ Ƙƙǅ!ƥ ƽǆǴƥ Ʀ!!Ǭ ƵǅĂƥ ĂƞĂ!ƥ ƒƽǆǴƥƠ!ƒƨ ƗùƽǴƥƒƨƵ ƗùĂ

ƗƽǆĂƧƚ Ă ƵƧƧŏƥŏƗ ƙƽǆŏƵ Ă ƽǆŏƵ ĂǈƵŎƨ ƙƙǆŏƨƲ ǈƽƵ ƨƧƗƵ Ŏ5 ƗƵƙƧƽ!ƒ ŰƥƧ ŏƧǈ ƞƥǴƗƧǅƿŰƒƟ "

ƟƨƧ ƀƗǴƽƽ Ă ƹƽƶ!ƒ ƘǴǈŏƽƽ Ă ƹƽƶ!ǴƗ ƞƺ!ǴƙnjǴ" .

1.

(3.27).

(3.93).

(3.36).

(2.88)

(2.86).

ƕưƺƑϴĎǍǁ ƕĭĎǍǋǀϴǁǁ ƥəƐǋǭǁǁ Ĭƺ ĎƩǂĎǍƑyǁǁ ǌǭǁ ƥĭĭƩǂǁǁ Ɣƥɛǭƌ ƕƨƥƑĎǍĎǍ ǌǋǂƨĎǋƌ ƕʂǂyƑĎǍǁǁ ƛəƑǂǁǁ.2

.ƑǋĭƺĎƩǂĎǍƑyǁǁ ƥưǋ ƕǋǁǁǋ ĎǍĎǍ ǭǋƥƌ

ƥùƕƧǫ ǂùƱƼǋơǋ! ǂǒǋĂǂơ!ƒ ƧƑƒĂƥ!ƒ Ǒ5 ǇǑǁǋǋƶ!ƒ ăƥ! Ƨǒǒƺǩ!ƒ ƖƧƒƥǫ ǂƪƧǋǋǋ! ǋƶ!ƒ ăĂǩƪǋ!ƒ Ǉǋǂ

.(2.57) ǑƕǋƪơƱƪĂǩǋƕĂ ÜǂƱƪĂǩǋ ǂɳƧƥƕ

:Ǒ!ǋǩ!ƒ ĂơǇ!ƒ ĬǁƵ ǇǋǂƼ Ƨǒǒǒƺǩ!ƒ ƖƧƒƥǫ ǂƪƧǋǋǋ ăĂǩƪǋ ƘŰǋɳǋ! Ǒ!ƨǋǇǩ!ƒ ƔǒǩƧǩ!ƒ ǋùùǋƊ

- ǂɳƧƥƕĂ (2.84) ǑƕǋƪơƱƪĂǩǋ ĬǁƵƕĂ Ĭ!ĂŰƒ ǂƕǩƧǋ!ǋƕ ǋǒɳĂ!ĂǇǂǩ!ƒ Ǒ5 Ƨǒǒƺǩ!ƒ ƥƶƕ Ƈǋɳ

  .ǂƱƪĂǩǋ

- (2.55) ǑƕǋùƪơƱùƪĂǩǋƕ ǑùǋǒƱǇǩ!ƒ ýùǂǒǌ!ƒ Ǒ5 Ƨǒǒƺǩ!ƒ ƥƶƕ Ƈǋɳ ǂǒǇǋƛ!ƒ ǂƕǩƧǋ!ƒ Ǒ5Ă

  .ǂƱƪĂǩǋ ǂɳƧƥƕĂ

- ǂùɳƧƥƕĂ (2.37) ǑƕǋùƪơƱùƪĂǩǋƕ ƥƒƧù5Ǖƒ Ǒ5 Ƨǒǒƺǩ!ƒ ƥƶƕ Ƈǋɳ ǂƛ!ǋƛ!ƒ ǂƕǩƧǋ!ƒ Ǒ5Ă

  .ǂƱƪĂǩǋ

ǌǋǂøƨĎǍ ǋϴǋ ĎƩǂĎǍƑyǁǁ ƃɛƥƈ Ĭƺ ƕĭəƑƬϴƌ ƕǁǁŰǭ ƖƐƤ ƼǋƥƺǭǋǁǁǋǌǭĎǍǋ ƕʂǂyƑĎǍǁǁ ƛəƑǂǁǁ .2

.ƕĭƻĭưǋǁǁǋ ƕĭƬǭƪǁǁ !ǋƬəƑƬǭǁǁ ǌƦyǂ ƕĭĎĭưǂǁǁ ƕƺƑʂǩǁǁ ƕƨƥƑĎǍĎǍ

- ÜǂùǒǋǒƱǇǩ!ƒ ǋǒù!!ƒ Ǒ5 ƧǋǁǁǁƧƛŰ ăƨƶǩ (0.05 ≥ α) ǂǒƑǋƬơǫ ǂ!Ŭƥ ƘƒƦ ʂĂƧ5 ƥĂɳĂ

  ǑƥǋùƕǑù5 ǋǒƑǋùƬơǫ ǂù!ƒƥ ʂĂƧù5 ĭƉ ƧǌƱǩ ǋ! ǋǋǇǒƕ . ǂǋǇŰƒ Ơ!ǋƬ! ʂĂƧ5!ƒ ƘƇǋɳĂ

  .ƘƒƧǒƺǩǋ!ƒ

- ǂùǒǋǒƱǇǩ!ƒ ǋǒù!!ƒ Ǒ5 ƥǋǋyǁǁ ƧƛŰ ăƨƶǩ (0.05 ≥ **α**) ǂǒƑǋƬơǫ ǂ!Ŭƥ ƘƒƦ ʂĂƧ5 ƥĂɳĂ

  Ǒ5 ǋǒƑǋƬơǫ ǂ!ƒƥ ʂĂƧ5 ĭƉ ƧǌƱǩ ǋ! ǋǋǇǒƕ ýǂǂ ǂǒǋǒƱǇǩ!ƒ ǂ5ǋƛ!ƒ Ǒ5Ă ǂǒǋǒƱǇǩ!ƒ ƘƒƥǀǩƶǋƒĂ

  .ǂǒǋǒƱǇǩ!ƒ ƘǋƶpĂǩ!ƒĂ (Σ ǒǒǋǀǋ!ƒĂ Ƨǒǒǋƶǋ!ƒ) ǂǒǋǒƱǇǩ!ƒ ƻƒƧƵŰƒ

- [illegible] (0.05 ≥ α) [illegible]
  [illegible].
- [illegible] (0.05 ≥ α) [illegible]
  [illegible].
- [illegible] (0.05 ≥ α) [illegible]
  [illegible]
  [illegible].

3. [illegible]
   [illegible].

- [illegible] (0.05 ≥ α) [illegible]
  [illegible].
- [illegible] (0.05 ≥ α) [illegible]
  [illegible]
  [illegible] 35 [illegible]
  45 [illegible].
- [illegible] (0.05 ≥ α) [illegible]
  [illegible]
  [illegible].
- [illegible] (0.05 ≥ α) [illegible]
  [illegible]

Ŧùƒ5 Ơ!Ǥù Ʈ! Ă Ŏùďžö Ʊǉƙ!ƒ ý ŧönj!ƒ Ŏ5 Ƨööʓƙ!ƒ ƥƶƀ Ŏ5 ýpƋ5 ƘƒĂǉƪ 5 Ŧďžƥ Ƥ!ƒ Ŧƒ5 Ơ!Ǥ Ʈ!

.ý ŧ ŧ Ƨööʓƙ!ƒ lƧƒƥƍ Ŧƪ ƧǤďžďž Ă Ü ǤöηĂ!Ăǉŧƙ!ƒ Ŏ5 Ƨööʓƙ!ƒ ƥƶƀ Ŏ5 Ŧǉƪ 15-11 Ŧďžƥ Ƥ!ƒ

- ƴùöďžη Ŏ5 Ĭ ƻĭư Ǌǁ Ă ǅ ƨ Ǆǁ Ƨƛ Ǖ ă ƨ ƶƙ (**0.05 ≥ α**) ŦöƑǤ Ʈ ơƍ Ŧ!Ǚƥ ƘƒƦ ƾĂƧ5 ƥĂηĂ

.lƧƒƥǗƒ Ŏ5 ǇöǁďžǤƶ!ƒ Ơ!Ǥ Ʈ! ƾĂƧƽ!ƒ ƘǤǤηĂ .ý ŧ ŧ Ƨööʓƙ!ƒ lƧƒƥƍ Ŧƪ ƧǤďžďž Ŏ5Ă ƥǤƶƀǕƒ

4. Ĭ ø ʓ ƥĭĩƩǁ ƴƥƐƣ ǌǋŦ ƨ Ǆ Ă ŧ Ƴ ƕĭǄĭưǆǁ ƕʓƑƾƙǁ ƕ ƨ ƥƑǄǅ ǌǋŦ ƨ Ǆ ƥƙǄǤ ƕƾŧƴŦǄǁ ƛəƑǆǁ

.ƣǤƥƋ ƕưʓƑƟǄǁ ƕĭǄǋ l Ɵǁ ƥəƐǋƣǁ

ŦödžöƱǉƙ!ƒ Ŧ5Ǥ lƛ!ƒ ăĂƙƪ dž! (0.05 ≥ α) ăĂƙƪ dž ƥǉƵ ŦöƑǤ Ʈ ơƍ Ŧ!Ǚƥ ĂƦ ǄǤǊ Ă ŎƕǤηöƍ Ƨƛ ƥĂηĂ

Ƨùƪ5 Ŧ öơ ƥƕƧƍ ŦƱ5Ǥơdž Ŏ5 ŦödžĂ ŧ ơ!ƒ ƧƒƒĂƥ!ƒ Ŏ5 ǇöǁdžǤƶ!ƒ ăƥ! Ƨööʓƙ!ƒ lƧƒƥƍ Ŧƪ ƧǤďžďž ăĂƙƪ dž Ĭ ǁ Ƶ

:Ƨööʓƙ!ƒ lƧƒƥƍ ăĂƙƪ dž Ǉdž (%63.4) ǊƙƕƪǊ Ǥdž ŦödžöƱǉƙ!ƒ Ŧ5Ǥ lƛ!ƒ ăĂƙƪ dž

- Ŧù5Ǥ lƛ!ƒ ăĂƙƪ dž! (0.05 ≥ α) ăĂƙƪ dž ƥǉƵ ŦöƑǤ Ʈ ơƍ Ŧ!Ǚƥ ĂƦ ǄǤǊ Ă ŎƕǤηöƍ Ƨƛ ƥĂηĂ

ŦödžöƱǉƙ!ƒ Ŧ5Ǥ lƛ!ƒ ăĂƙƪ dž Ƨƪ5 Ŧ öơ Ü التغيير في الهيكل التنظيمي ăĂƙƪ dž Ĭ ǁ Ƶ ŦödžöƱǉƙ!ƒ

.ŎdžöƱǉƙ!ƒ ý ŧönj!ƒ Ŏ5 Ƨööʓƙ!ƒ Ǉdž (%56.4)Ǌƙdžöp Ǥdž

- Ŧù5Ǥ lƛ!ƒ ăĂƙƪ dž! (0.05 ≥ α) ăĂƙƪ dž ƥǉƵ ŦöƑǤ Ʈ ơƍ Ŧ!Ǚƥ ĂƦ ǄǤǊ Ă ŎƕǤηöƍ Ƨƛ ƥĂηĂ

Ǥùdž ŦödžöƱǉƙ!ƒ Ŧ5Ǥ lƛ!ƒ ăĂƙƪ dž Ƨƪ5 Ŧ öơ Ü التغيير في التكنولوجيا ăĂƙƪ dž Ĭ ǁ Ƶ ŦödžöƱǉƙ!ƒ

.ǤöηĂ!Ăǉŧƙ!ƒ Ŏ5 Ƨööʓƙ!ƒ Ǉdž (%47.1) Ǌƙdžöp

- ăĂƙùƪ dž! (0.05 ≥ α) ăĂƙùƪ dž ƥùǉƵ ŦöƑǤ Ʈ ơƍ Ŧ!Ǚƥ ĂƦ ǄǤǊ Ă ŎƕǤηöƍ Ƨƛ ƥĂηĂ

ŦödžöƱǉƙ!ƒ Ŧ5Ǥ lƛ!ƒ ăĂƙƪ dž Ƨƪ5 Ŧ öơ Ü التغيير في الأفراد ăĂƙƪ dž Ĭ ǁ Ƶ ŦödžöƱǉƙ!ƒ Ŧ5Ǥ lƛ!ƒ

.ƥƒƧ5Ǖƒ Ŏ5 Ƨööʓƙ!ƒ Ǉdž (%46.1) Ǌƙdžöp Ǥdž

[illegible]

[illegible]

[illegible]

[illegible]

1. [illegible]

2. [illegible]

3. [illegible]

4. [illegible]

[illegible]

1. [illegible]

2. [illegible]

[illegible]

3. [illegible]

4. [illegible]

5. [illegible]

6. [illegible]:

1. [illegible]

2. [illegible]

3. [illegible]

4. وضع الموظف المناسب بمكانه المناسب حسب درجته وفئته وخبرته ودراسته.

5. [illegible]

6. [illegible]

7. [illegible]

8. الحرص على متابعة مايستجد من تطوير للبرامج التي تخدم العمل بإستمرار من قبل الإدارة العليا.

9. [illegible]

10. [illegible]

11. [illegible]

12. القضاء على الروتين من خلال إختصار الخطوات الإجرائية .

[illegible]:

1. [illegible] .(2008) [illegible]
[illegible].

2. [illegible].(2010)[illegible]
[illegible]
[illegible].

3. [illegible] .(2011)[illegible]
[illegible]
[illegible].

4. [illegible] .(2012)[illegible]
[illegible]
[illegible].

5. [illegible] .(2011) [illegible] .

6. [illegible] .(2007) [illegible]
2007[illegible]

7. [illegible]. (2005)[illegible].

8. [illegible] .(2004)[illegible]
[illegible].

9. [illegible].(2009)[illegible]
[illegible].

10. [illegible] .(2007) [illegible]
[illegible]19[illegible] 1.

11. [illegible] .(2010) [illegible]
[illegible] - [illegible]
[illegible].

12. [illegible] .(2011) [illegible]
[illegible].

13. [illegible].(2004) [illegible]
[illegible].

14. (2011) [illegible] 27 [illegible].
15. (2012) [illegible] 45 [illegible].
16. (2004) [illegible] 19 [illegible] 2 [illegible].
17. (2003) [illegible] 7 [illegible] 2 [illegible].
18. (2008) [illegible].
19. (2003) [illegible].
20. (2009) [illegible].
21. (2007) [illegible].
22. (2007) [illegible].
23. (2004) [illegible] 20 [illegible].
24. (2008) [illegible].
25. (2009) [illegible] 13 / 1 [illegible].
26. (2009) [illegible] 6 [illegible].
27. (2007) [illegible] 1 [illegible] 22 [illegible].

28. [illegible] (2011) [illegible]

29. [illegible] (1988) [illegible]

30. [illegible] (2011) [illegible]

31. [illegible] (2009) [illegible]

32. [illegible] (2009) [illegible]

33. [illegible] (2004) [illegible]

34. [illegible] (2010) [illegible]

35. [illegible] (2012) [illegible]

36. [illegible] (2011) [illegible]

37. [illegible] (2011) [illegible] 38 [illegible] 1635-1618.

38. [illegible] (2011) [illegible]

39. [illegible] (2011) [illegible]

40. [illegible] (2006) [illegible]

41. [illegible] (2006) [illegible]

42. [illegible] (2009). [illegible]

43. [illegible] (2005) [illegible]

44. [illegible] (2009) [illegible]

45. [illegible] (2008). [illegible] Paltel [illegible]

46. [illegible] (2010) [illegible]

47. [illegible] (2010) [illegible]

48. [illegible] (2005) [illegible]

49. [illegible] (2007) [illegible]

50. [illegible] (2010) [illegible]

51. [illegible] (2000) [illegible]

52. [illegible] (2007) [illegible]

53. [illegible] (2008) [illegible]

54. [illegible] (2010) [illegible]

55. [illegible] (2009). [illegible]

56. [illegible] (2006). [illegible]

57. [illegible] (2006). [illegible]

58. [illegible] (2011). [illegible]

59. [illegible] (2012). [illegible]

60. [illegible] (2010). [illegible]

61. [illegible] (2008). [illegible]

62. [illegible] (2013). [illegible]

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(1) Ďǂpƨ ѣơǐǁdž

أداة الدراسة: الإستبانة النهائية الموزعة على أفراد عينة الدراسة

المملكة الاردنية الهاشمية

وزارة التعليم العالي

جامعة اليرموك

قسم الإدارة العامة

ƕƨưNjDžǁǁ ǏǂƢǇ / ƹ ưNjDžǁǁ ǏƢǇ

....ƣyǤNj ƕǤǏƯ ƕǏƟǂ

ĂøǂY ǀƥkƈNj ƕǏDžǏưǁǂǁǁ ƕǅǄѣkǁǁ ƕƨƥǄDžDž njNjǂƨDž" üNjƟ ƕǏǁƣǏDž ƕƨƐƥƣ ƀƐƥШǆ ƕkƟǄǤǁǁ !Njѣǂ

pøǁPNj Û"ƣøǤƥƐ ƕøưǅƟDž Ǐƺ ƕǏDžNjǀƟǁǁ ƥǝƐNjƣǁǁ Ǐƺ DžǏǂDžǄyǁǁ ƥưǐ ƕNJШNj DžDž ƥǏƩǂǁǁ ƔƥƐƣƌ njNjǂƨDž

.pNjDžƥǏǁǁ ƕyDžǄШǤ ƕDžǄyǁǁ ƔƥƐƣŰƐ Ǐƺ ƥǏǂƨШǄDžǁǁ ƕШƥƣ ĂǂY üNjƬƟǁǁ ǀǄǤǂƯǂDžǁǁ ǗǄDžǀǂƨƌ

ƔƥøǏǤǀ ƕǏDžǁǆ üƙDžǏ ǏYNjƬNjDžǁǁ !ǀǏƈƥ Džǆ ƘǏƟ ÛƕƨƐƥƣǁǁ ǀPǀǆ Ǐƺ ƕǀƥǄƪDžǂǁǁ !ǀƥǄǏǂƢƌ !ǂ ƣƼNj

(X) ƔƥǄƪƌ ƯƬNjǤ pǁPNj ƕѣƺƥDžǁǁ ƕǤǄǤǂƨŰƐ ǀƐƥѣƺ ĂǂY ƕǤǄШŰƐ ƀǄШƥǁǄƺ .ƕƨƐƥƣǁǁ ƹƐƣǀǆ ƼǏѣƟǂ Ǐƺ

ƕDžǄǂ ƕǏƥƨǤ üDžǄyǂ ƹNjƨ ǀƐƥѣƨǁǁ ǀPǀǆ DžǏY !ǀǂǤǄШƌ DžDžǤ !ǂyǁǁ ƯDž ÛǄǤƨǄƺǆ ǀǆNjƣѣǂyǂ ăPǁǁ DžǄǀDžǁǁ Ǐƺ

.ƯѣƺǏDžǂyǁǁ ƘƟǤǁǁ ƒƐƥƷŬ Ǘƌ !ƣǁǂƨǂ DžǁǁNj

ǄǆyDž !ǀǆNjǄyǂ DžƨƟ !ǀǀ DžǏƥǀǄƪ

:ƕkƟǄǤǁǁ

ǏǤƐƥY !ǄǇƥ

ƕDžǄyǁǁ ƔƥƐƣŰƐ !ƨƺ

pNjDžƥǏǁǁ ƕyDžǄШ

:ƥNjǂǀƣǁǁ ƤǂƨŰƐ ƹƐƥƪƌ

ƥǏƬǆ !ǏyǆŬ

ƕDžǄyǁǁ ƔƥƐƣŰƐ !ƨƺ

pNjDžƥǏǁǁ ƕyDžǄШ

üNjǓɛ ƄǞШlɛ

hŭžĭuƝjlɛNj hŭƬƠĮɩlɛ ǀ ʄǖʄĭƓlɛ

:!ǀyƉǅ ƼʓɛNjĦ Ĭŧlɛ hƲƓʄШǕɛ ƦƉǅþ !ʄƉǅ (X) ƴþʄɩǡ ƱƮNj ĂШþĭ

1. ƨ ǖШlɛ:

- [ ] þǀƤ
- [ ] ĂƘǖǅ

2. þƉǅyllɛ:

- [ ] 25 hƲǖƨ üƽƉʒ
- [ ] 26 hƲǖƨ Ălla 35 hƲǖƨ
- [ ] 36 hƲǖƨ Ălla 45 hƲǖƨ
- [ ] 46 hƲǖƨ þƘǀƉʒ

3. ĬƉǅŧyllɛ üljƊƉǅlɛ:

- [ ] üƽƉʒ hƲƉǅʄƳ hƲĭNjǖʄƘ
- [ ] ʄNJllƣʄyĭʄƉǅ Njǯ ƱƉǅĦШƉǅ hƲĭŧǀ /!NjŧƓƣ
- [ ] ƨ NjĭþNjllʄǀƓ
- [ ] (þƘǀƉʒ þĭŧƨШʄƉǅ) ʄĭŧƳ ǀʄƨɛþƣ

4. ƨǖNjɛǀ hƲƉǅƣƠllɛ Ĭʒ hƲžĭuƝjllɛ hƲĭllʄƟllɛ:

- [ ] 5 ƨǖNjɛǀ üƽƉʒ
- [ ] 6 Ălla 10 ƨǖNjɛǀ
- [ ] 11 Ălla 15 hƲǖƨ
- [ ] 16 hƲǖƨ þƘǀƉʒ

5. ƉƨŧNjnj lɛNjƝuĭžĬ:

- [ ] ƉǅƣĭþƉǅ/ ƉǅƨʄƳƣ ƉǅƣĭþƉǅ
- [ ] !ƨƽ ƨĭƋþ
- [ ] hƲƓyɩ ƨĭƋþ
- [ ] ƐƝNjƉǅ

6. ƴþƋɛƣllɛ/ ƉǅƊƨƨ hƲ ....

[illegible] (X) [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
					[illegible]	
					[illegible]	1
					[illegible]	2
					[illegible]	3
					[illegible]	4
					[illegible]	5
					[illegible]	6
					[illegible]	7
					[illegible]	8
					[illegible]	
					[illegible]	9
					[illegible]	10
					[illegible]	11
					[illegible]	12
					[illegible]	13
					[illegible]	
					[illegible]	14
					[illegible]	15
					[illegible]	16
					[illegible]	17
					[illegible]	18

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
19	[illegible]					
	[illegible]					
20	[illegible]					
21	[illegible]					
22	[illegible]					
23	[illegible]					

[illegible] (X) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
	[illegible]					
24	[illegible]					
25	[illegible]					
26	[illegible]					
27	[illegible]					
28	[illegible]					
29	[illegible]					
30	[illegible]					
31	[illegible]					
32	[illegible]					
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34	[illegible]					
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36	[illegible]					
37	[illegible]					
38	[illegible]					
39	[illegible]					
40	[illegible]					

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]						
					[illegible]	41
					[illegible]	42
					[illegible]	43
					[illegible]	44
					[illegible]	45
					[illegible]	46
					[illegible]	47

▪ [illegible]

[illegible]

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[illegible]

(**2**) !ꝺþ ƼƟƗǅ

üȚƑʒǗƐ ǅǐǅǀƟǅǁƐ ƅƑǅƨƉƠ ƕǅǅəƑƽ

üƨƚƨǁƐ	ǅǐǅǀƟǅǁƐ ƅƑǅƨƈ	ƫ ƬƠƗǁƐ	ƕƴǅƑƜǁƐ
1	ǏƟǐþƗƨǅǁƐ ǏƗƳ þǊƗǀƣǁƐ	ƕǅƑƳ ƔþƐƣƋ	ƥǊǅþǐǁƐ ƕƴǅƑƜ
2	ǀƑƪǐƓƱ Ǐǅƺþ þǊƗǀƣǁƐ	ƕǅƑƳ ƔþƐƣƋ	ƥǊǅþǐǁƐ ƕƴǅƑƜ
3	ăƣƐƣʂǅ ǅƦǐ þǊƗǀƣǁƐ	üƑǅƳƈ ƔþƐƣƋ	ƥǊǅþǐǁƐ ƕƴǅƑƜ
4	ǀƐƣǐƓƳ ǌƤƪ ƔþǊƗǀƣǁƐƐ	üƑǅƳƈ ƔþƐƣƋ	ƥǊǅþǐǁƐ ƕƴǅƑƜ
5	ƕǅƨƐþǀ ǊƑƗƧǁƐ ƣƓƳ þǊƗǀƣǁƐ	üƑǅƳƈ ƔþƐƣƋ	ƥǊǅþǐǁƐ ƕƴǅƑƜ

(3) !ƽþ 5ƟǂǮ

ƕDŽNJDžIIƐ üĭNJƨƗ ƒƑI

جامعة اليرموك
YARMOUK UNIVERSITY

كلية الاقتصاد والعلوم الادارية
الإدارة العامة

الرقم : ك ق/١٠٧/١
التاريخ : ٢٠١٣/١/٢١
الموافق :

إلى من يهمه الأمر

تحية طيبة وبعد،،،،

يرجى العلم بان الطالبة رهام عبد العزيز عرابي تقوم بإجراء دراسة كمتطلب للحصول على درجة الماجستير تخصص إدارة عامة في جامعة اليرموك بعنوان :

مستوى ممارسة الثقافة التنظيمية وأثره على مستوى ادارة التغيير من وجهة نظر العاملين في الدوائر الحكومية في محافظة اربد

أرجو التكرم بمساعده الطالبة في الحصول على المعلومات اللازمة وذلك لاهميه موضوع الدراسة.علما بان هذه المعلومات لن تستخدم إلا لإغراض البحث العلمي فقط.

واقبلوا فائق الاحترام والتقدير،،،

مشرف الطالبة

الأستاذ الدكتور نعيم نصير

تلفون : ٧٢١١١١١ - ٢ - ٩٦٢ + فاكس : ٧٢١١١٩٤ -٢- ٩٦٢ + اربد - الأردن
Tel: +962-2-7211111 Fax: +962-2-7211194 Irbid - Jordan E-mail: yarmouk@yu.edu.jo http://www.yu.edu.jo

Abstract

"The Level Of Organizational Culture Practice And Its Impact On The Level Of Change Management At Governmental Departments In Irbid Governorate: From Employees' Perspective"

By:Arrabi , Reham Abed Al-Azeez Deeb

Master Thesis ,Public Administration, Yarmouk University, 2013.

(Supervisor prof. Naim Nusair)

This study aimed to identify the level of organizational culture practice and its impact on the level of change management at governmental departments in irbid governorate: from employees' perspective , and determine whether there were significant statistical differences in the trends of the respondents towards the practice of organizational culture due to the personal and occupational variables(age,sex,educational qualification,the functional level, current experience),The study also aimed at identifying the impact of the practice level of organizational culture on the level of the change management in governmental departments in irbid governorate.

To achieve the purpose of the study, (534) questionnaires were distributed among the individuals of the study sample with a percentage of 56.5% of the original study population, which consists of the employees of all governmental departments in irbid governorate totaling (1100) employees both female and male.

The number of returned (486) questionnaires were subjected to statistical analysis, which were processed by the appropriate statistical methods to test the hypotheses and answer the questions of the study in the light of using of the analytical survey methodology,the study concluded with the following results:

- There is a medium level of practicing the different dimensions of Organizational Culture(organizational values,organizational beliefs, regulatory norms "norms and standards",organizational expectations) among employees' in the governmental departments in irbid governorate.
- There is a medium level of change management and in its various dimensions(change in the organizational structure, change in technology ,change in individuals) in the governmental departments in irbid governorate.
- There is a statistically significant differences at the level of ($\alpha \leq 0.05$) in employees` assessment of the level of practicing the Organizational

Culture due to variations in their (Age, & the current experience & functional level).

- ❖ There isn't a statistically significant differences at the level of ($\alpha \leq 0.05$) in employees` assessment of the level of practicing the organizational culture due to variations in their (gender & the educational qualification).
- ❖ There is a statistically significant differences at the level of ($\alpha \leq 0.05$) in employees` assessment of the level of change management due to variations in their (age, & the current experience & functional level).
- ❖ There isn't a statistically significant differences at the level of ($\alpha \leq 0.05$) in employees` assessment of the level of change management due to variations in their (gender & the educational qualification).
- ❖ The existence of a statistically significant impact at the significance level ($\alpha \geq 0.05$) of the degree of the practice level of organizational culture on the change management among employees' in the governmental departments in irbid governorate.
- ➢ The most important recommendations of the study are:
- ❖ the need to focus on the subject of organizational culture(organizational values,organizational beliefs,regulatory norms "norms and standards",organizational expectations) as well as for the issue of change management (change in the organizational structure, change in technology, change in individuals) by governmental departments in Irbid.
- ❖ work on training courses and specialized rehabilitation, and the intensification of workshops for workers to increase the support level of practicing the organizational culture and change management, and upgrading government departments for the better.
- ❖ open channels with management directly by giving workers the freedom to express their concerns and their functional problems.

Key words: organizational culture , change management , Governmental departments in irbid governorate.